**Mutsumi Karasaki:** So, so the two topics how to best support pounds and another one is learnings about how to best organize ourselves, our support team or partnership for that matter.

**Kerry Jones on Peramangk Lands:** Umm, so I think he's sort of framed up in the beginning.

**Mutsumi Karasaki:** Yep.

**Kerry Jones on Peramangk Lands:** I think probably my brain connects the two, but I will talk about distinguishing features in relation to to the tea.

**Mutsumi Karasaki:** Sure.

**Kerry Jones on Peramangk Lands:** I think from the thing for me. I E we have, I think collectively have this I expectation sort of gold and we would be really shifting the level of ownership and in that context the spread of capability development this year. And I think. You know, despite some internal challenges that may be like slowed some efforts down. I actually think towns were not quite ready for that. And that my read stepping back and to me impact shares and the things that towns are calling for is that it was actually quite a important stabilizing year this year. I'm sorry. Interestingly, for town that was stabilizing and through growing right but stabilizing. Whereas for us internally as a support team, it didn't feel as stable because it had a bit of change going on.

**Mutsumi Karasaki:** Yep.

**Kerry Jones on Peramangk Lands:** So I think that that for me is umm yeah, an interesting thing because I think the like, you know, the change of stuff and the things that were going on for for each of us, that meant we were more present or less present. I think that was a narrative that was emerging that was maybe suggesting we didn't a table what we needed to because of that. Whereas when I step back and look at it, I umm, I don't think it was quite what towns were ready for. And So what I've seen in the towns that are, you know, progressing and it showed up in the end of year stuff is that I'd been working quite importantly on the teams that they had around them taking a next step up of responsibility. And so you can see where that's really progressed in towns where even though the town leads are still working really hard, they're working really hard and different ways. And for me, that really shows up quite heavily in Kimba, Cummins and. Very and I think it's emerging in umm, OK, I and A. Mid Murray, where they're bringing new people around the table, but they're not quite in that step change, yeah. And so I feel like those towns have started, make that step change with their team, are now ready for that capability spread, you know process and so certainly for me in relation to work will do in the downtime for taxis just making sure all that work that did get done is synthesized and ready to try out by those towns. Umm for me it's the June is in a different place which we all understand because there's not actually that team in a step up happening of a team around. So that's another dilemma to sort through, but you know, so it did feel like in general the general excluding excluding sagena from that, but it has been a bit of a stabilisation here depending on where each you know each toner, his aunt and I think umm yeah, that's an important thing for me and so. I actually think some of the change has meant that. We've been out of here in see differently what towns are needing, which I think is also gonna be a positive for the for the new year.

**Mutsumi Karasaki:** Do you mean change in support team? Is our mean? Yeah.

**Kerry Jones on Peramangk Lands:** Umm yeah, I do. And you know, I've I have worked quite intentionally with Lucy around, you know, some of the things that I felt we needed to like, work through from a support team perspective to be ready to meet towns where they're at in the new year. And that is, you know, the the way, I guess the the level of trust and ways of working and much more of this coming together rather than back to organisation base get, you know progressing roles to be clearer around I mean org roles, I mean individual roles to be clearer to simplify processes to maybe reduce how much we meet. Like, I think there's just been a we needed to do a bit of renewing in the support team space, actually. And while some challenging circumstances have led to that renewing, I think it's been helpful to have Lucy have that. Super focus. I think the other thing that's you know it's gonna take time to shape and I think how everyone had loaded a hot a lot of hope and this strategic lead role which is great, but it is gonna take time for that to work and part of that was that as a support team we need to shift and I believe that's the reason I didn't wasn't bear witness to it. But those tensions, how we work with the tensions, which I think happened at the end of the meeting, we had this morning like how we really work into those tensions rather. Yeah, rather than have the same conversation with no regress to the next step. So I think that's I. Yeah, I think we're just having and it's like I I think it's OK to go. This is feeling uncomfortable and not quite right, and we're experimenting with some change, but actually that's OK because we need to renew and be ready because the towns are going through a step change and they're gonna be ready to take on more ownership next year and they are gonna wanna drive strategy and they are gonna wanna push out capability further. And so all all of those things we need to be ready for, which means we have to have our own internal rumbles, right to get there. So that's the way I. So even though this stuff going on, it's and it's hard and sometimes it's painful in the circumstances, I also feel really good about what's coming about here, because if it was all nice and. Just like I don't know, sent forget I would say we won't. Wouldn't be ready to meet the towns where they're at next year. So and we need to just keep doing that work in that first quarter cause as they get back into the new year and we're you know my read of the flows over the years is that. Umm by that second quarter, they're really raring to go, so we need to be meeting them with that.

**Mutsumi Karasaki:** So what I'm hearing is, I mean, obviously you combine those two topics together, but one hearing is it's in a way it's you combine those story together in a sense that the trajectory of the town's knees or where they are AT and the trajectory of the support teams like how it's kind of changing and and moving forward, it's it's kind of starting to to meet.

**Kerry Jones on Peramangk Lands:** Umm yeah, yeah. Yes.

**Mutsumi Karasaki:** So, like, where towns were not quite ready at the beginning of last year to do, you know, kind of like things that you mentioned about, uh, shifting ownership and capability developments, the towns trajectory over 2000 this year had been kind of like more and more getting stable and getting ready for those things, whereas support teams trajectory, is that the opposite, I guess of becoming more and more and more destabilized and kind of like needing for renewal as you say, is that yeah, renewal that you mentioned and the the kind of like the the our like the the trajectory is kind of a needing to meet because renewal needs to be kind of designed in a way or should be needs to be done in a way that that can support what time towns wants in terms of where they are at and where they're ready driving you know ownership shift over of ownership and capability building and things. So yeah, that's why I'm hearing is that those two topics collide together because of the, the, the, the trajectory of the movements.

**Kerry Jones on Peramangk Lands:** Yes.

**Mutsumi Karasaki:** Would that be? Would that be fair?

**Kerry Jones on Peramangk Lands:** Yeah, yeah, yeah. And I think we've done like, I think we've actually had to experiment with a range of things this year. So me as well. So I think we've umm, you know, we really tried to shift up the ohtar space so that that's ready. Umm, I think where you know the leads? Umm, you know the once again it was a like, not always a positive trigger, but there was a trigger for them to claim ownership of their space of the our town leads space for me. Well, that that wasn't just a like lollipops and rainbow story, right? That's like conflict. And there was star. What? What stood out to me was the way of being and the principles, how strong they actually are, and if you not, if you're working in a way that is actually not in alignment with those principles and ways you're gonna be called out, and you're gonna be challenged. And for me, that is healthy because if it's, you know, if it's not out there and that kind of claiming and ownership and that challenge isn't happening, then what it means is it's happening subsurface cause these things happen and that's the real work at community led and place based change, right. So you know, I think there's been some some of those indicators, I think that opportunity of having this, the strategic lead role and and Ollie having that space to connect and hear them multiple voices that make up the network. I'm without being like indoctrinated into the support team and partnership way of working, so he's, you know, before any of that, he's just gone out and listened to all the voices across the network, the ohtar folk, both collectively and in one to one meetings, the same with the stewards, the same with the support team, the same with the towns. And so he's actually been able to start to bring together those patterns that I think open up for this really rich. Like what he's brought together as pans is stimulus. This is what I'm hearing. Like what does this mean? Like and like people are like Nah, it totally wrong with that or you're missing this or you. You've nailed that and that will see people start to organise around the collective strategy more, which is the thing I think we have. We've had a very town based strategy. We've had beautiful network sharing and alignment on principles and values. Ohh no ways are working. Umm, but now we're pushing into really shared vision and purpose at a new level. Like, that's what I think 2024 is gonna be for us, and it's gonna get messy. It's gonna get messy, but in a good way, you know, because I think we've got solid foundations to be able to do that.

**Mutsumi Karasaki:** For that stuff. Yeah, that's not important. Part of the story, isn't it the solid foundation? I think it's a yeah. The solid foundation comes out and it comes up in the way that towns are actually, you know, stabilizing but also towns, you know, like town lies, like they they uphold. The principle is very strongly, you know, the solid foundations around, you know, I guess the with the support team as well, it's the authority foundation is there. So even though it's gonna get messy, we can be optimistic about.

**Kerry Jones on Peramangk Lands:** Yeah, I can. Growth comes through discomfort and grappling and tensions. Like. That's where growth happens.

**Mutsumi Karasaki:** Yep.

**Kerry Jones on Peramangk Lands:** It's not in the. I agree with you. That's only growth happens. That's like validation happens there and that is also important. I'm not discounting that that's important and that is where we'd wanna be at the end of the year. Is that where, like you know in that that strong alignment and reinforcing space, but to get there we have to go through uncomfortable growth. I'm just the indicators for it have been there over the last three months and even a meeting like this morning is just another indicator for me that that's where we're hit, that that is where we're needing to head next.

**Mutsumi Karasaki:** I see. Yep. Can you tell me more about the last three months? What do you mean by that?

**Kerry Jones on Peramangk Lands:** I feel like there's been. I feel like there's been quite a shift in. Like, OK, how? Like we've worked through some stuff. Stuff not been working for us. We've been looking at the multiple ways we need to do things. We're hearing stuff from towns and I think we're at this. We've been in this space of where we've had to like here and see things differently. To what had been some comfortable ways of working. Ohh yeah, we had our bits and pieces of things whatever, but it wasn't. I think we've been doing a different kind of I thinking and trying some some things out and how we ah, I get to some levels of clarity together and you know the disruption of new people is not an unhealthy disruption because it helps you see things differently.

**Mutsumi Karasaki:** Yep.

**Kerry Jones on Peramangk Lands:** Because we can. It's human nature, right to sit with what's known and what's comfortable. And like you know, I'm sure we could take along for 10 years in the same way, right? But we know we actually we can't. If we gonna achieve whatever like that shadow ambition becomes, and we know even financially. But that's not possible. So you know there's. I feel like there's a step change time coming and I I've been in a couple of things recently with large funders into place based and collaboratives funding into place based work, and I keep getting feedback. Mitsumi is. Have you got to where you are so quickly? I know, I know. And I'm talking from that principles that sharing and networked approach that. You know are like really trying to get to core of what? What is the key capabilities? And you know, towns like sharing, sharing the impact. They are the types of partnerships have form like like how have you got there so quickly. And I'm like, yeah, that's really how phone and I actually in a good well actually in a good place and it for me it always comes back to one of those interesting early insights. It's just dart always highlighted to us is we had we started differently. And so I'm constantly, yeah, reminded when I connect outside of our town itself. Just actually, how? How strong? Umm yeah, the the the progress is and I yeah, I don't know. I think there is also a. There's a shift happening around us, right? So we were playing a space where like ohh no many people talking about place spaced. Certainly not at a government level, right, and that the, the, the zeitgeist shift or it's not so zeitgeist anymore. Like we've got Prime Minister, chief of staff of Prime Minister and cabinet talking about place based as the way and the future for government. Well, hello. We're ready. Let's talk like, not as in we can tell you the answers. Hey, we're ready to work in a way. That's about that and and work in a way that's. So I think the towns that are part of our town are probably in a better position than other towns in some ways not saying all towns but other, you know, other towns haven't had this. These types of opportunities cause this actually puts them in a strong place to say, well, place based community lab, you know, and that they are not exactly the same thing, but those types of ways of working, he is our lessons. Here's what we need here. We're already organised, you know, and you know, we're seeing that even with the DHS visit right to bury, they've gone there and gone. Ohh holy moly, how do we do this? You know. Umm yeah, it's a so yeah, I feel. I often I love end of year processes where you can actually celebrate the tough stuff because I think the tough stuff is what is shifting us. Umm yeah, I like you know, I I guess I don't know if you wanna sort of summarize that before I I I there is a couple of micro things that I think. Are important lessons that I don't wanna lose.

**Mutsumi Karasaki:** What are they?

**Kerry Jones on Peramangk Lands:** But yeah, I don't know if you wanted to summarise that right.

**Mutsumi Karasaki:** What? What's what? What? What are the micro lessons that you mentioned?

**Kerry Jones on Peramangk Lands:** The some of my crew, like I think one of the watch outs in this work is that you as a support team we don't accidentally create dependencies and we've had a couple of spaces where that's become evident to us in different ways. And so I think that is such an important thing to constantly be mindful of. So if I was advising others, it's how he, umm. Ask yourself how you know. For me, I always say how am I doing myself out of a job here alternately. Because this this work is amazing, right? And it's it is easy to. The. I sleep into a dependency or codependency because you're in it and you love it and you can debuting, whereas our role as a support team is always to ask ourselves, how do I do myself out of a job, or if my job, my function, or this part of my job is needed?

**Mutsumi Karasaki:** And.

**Kerry Jones on Peramangk Lands:** What is that telling me about what's needed into the future for our town or this way of working umm? And so, because we're in this unique learn experiment as well as deliver implement initiative like, it's really important for us that we pay attention to that. Umm, you know? And that that showed up in some different ways, but certainly some of the coaching relationships that was present. And so we've had to work our way through those. Umm yeah, so I and I know. I think there were internally with the support team when we're talking about some certain things we have had to challenge each other about our are we just trying to. Maintain, maintain ourselves as we are or or are we evolving with this idea that ultimately how much of doing ourselves out of a job can we achieve at the right pace? Right. That's that's umm, that's OK. And I think what I've seen in other initiatives with shorter time frames is that that is too rushed. And so then the sustaining the true ownership and the true like passing over of whatever capability et cetera, just is time bound in a way. So you think about it, a lot of initiatives are funded in a way that they would conclude around this time. So imagine if our town was concluding. Now I what? What would? What would be sustained? You know, there's certain things, right, but the potential of what can be sustained with another five years of this kind of, you know, iterative working and you know, evolving and learning together like I think there's some real stuff that will just hold for generations.

**Mutsumi Karasaki:** Interesting. So I think I actually think we can actually write two stories. So what I'm hearing is what I'm hearing is the first story is really about the whole renewal, the need for support team to go through a renewal process, as you know, especially because towns are ready for the kind of thing stuff that towns are stable and they're ready for things like, you know, shifting ownership and, you know, deepening capability building but support team.

**Kerry Jones on Peramangk Lands:** Yep, and.

**Mutsumi Karasaki:** Yes. And strategy and ownership. Or that right? Umm. Yep.

**Kerry Jones on Peramangk Lands:** And helping us drive strategy right, whereas whereas this year I really needed to drive that locally, whereas now I think and it's not, it's not a either or but they needed to get that followed so that they can also then contribute to yeah the biggest strategy.

**Mutsumi Karasaki:** Yeah, because strategy, that's the first learning.

**Kerry Jones on Peramangk Lands:** Yes.

**Mutsumi Karasaki:** So that I think, I think that that the around the the need for support teams renew to meet with towns are at Umm and the second second learning is probably around the whole kind of setting like really creating foundations that set up the the actual authentic place based stuff that you know other parts of the of SA and beyond ought to to to learn from all listen to which is around kind of like the kind of way that is building the foundations that are really strong you know principle based you know kind of like a approach and also like those things around. Hey, the the initiative is not rushed. So they have actually had time, not just like this year, but you know, you know, three years before the foundations, we helped setting up towns for genuine place based approach. But they are things that we need to, you know, for any kind of initiative to to watch out for, which is always thinking about how are we actually going to what we're doing right now, how is it helping us to shift ownership and hand ownership over and not accidentally creating dependence?

**Kerry Jones on Peramangk Lands:** Yes. Yeah, yeah, yeah. Yep, Yep.

**Mutsumi Karasaki:** So they are very, yeah, I think they are this.

**Kerry Jones on Peramangk Lands:** Did I say all that? And that's good.

**Mutsumi Karasaki:** Yeah, I think the, I think that's the.

**Kerry Jones on Peramangk Lands:** Nice to have it played back, actually. Like Claire.

**Mutsumi Karasaki:** Yes, I think they are slightly different. I mean, they're very, very related, but I think they're slightly different story.

**Kerry Jones on Peramangk Lands:** Yes.

**Mutsumi Karasaki:** Two stories, I think.

**Kerry Jones on Peramangk Lands:** Yeah, not great, right.

**Mutsumi Karasaki:** Yes. Yep, Yep.

**Kerry Jones on Peramangk Lands:** And when I I might just like new until little bit that renewal, I think it's renewal in yeah just practices ways of working where our thinking that and I can I'm not in can include people and because I I guess not to me I have been a little bit concerned about a narrative you know that has been played about both taxi and clear horizon having a lot of disruption.

**Mutsumi Karasaki:** Right, I see.

**Kerry Jones on Peramangk Lands:** I'm in paper and I actually don't think that's a healthy narrative because I think actually what a it's just cried it while it's we should be able to navigate the reality of life and people right. And if we can't, then this is an actually line with our principle. Why is it working?

**Mutsumi Karasaki:** Umm, that's true.

**Kerry Jones on Peramangk Lands:** So you need it to up to lately be where you were like and we should be able to navigate that. We've had challenges as a business and we've had to make tough choices. We have to be able to navigate that and then people are gonna make other choices about, you know, and and move on. Like just did, right? So we should like this should be robust enough and we should work with disruption in a healthy way. And I think we have, I think we have actually. And so I want that story to be clear, not just the story of disruption.

**Mutsumi Karasaki:** Yep, Yep. I think it's about like, like, yeah, in. Yeah, I guess how to, it's almost like the next phase of like, I'm just having this visual of like the butterfly coming out of cocoon, you know, like. Yeah.

**Kerry Jones on Peramangk Lands:** Yeah, yeah, yeah. And all the work right, but gets to that moment, you know, like all the work, all the phases. And that has happened. And really, you know, important people like everyone's in. Sorry, everyone's contributing really important way on that journey.

**Mutsumi Karasaki:** Umm, it's not.

**Kerry Jones on Peramangk Lands:** And now we have the people we have for the butterfly moment, right?

**Mutsumi Karasaki:** Yeah, that's right. And and it is about like. Yeah, it's. I mean, it's as much about renew as like renewal of a way of doing things.

**Kerry Jones on Peramangk Lands:** Give me. Don't.

**Mutsumi Karasaki:** And as I think back to what I was kind of thinking about trajectory of where the town support team is heading towards. And because of, you know various different factors, but also because we need to, we want to meet where towns are.

**Kerry Jones on Peramangk Lands:** Yeah, yeah, yeah. I think we all the thing that we have done this year. That's ohh, that's too easy. That codification work, and while it's not a perfect package. I'm I'm not sharing my wrapping is not perfect. It never is, but it's. So while they codification works, not a perfect package yet that work in particular Shivan. I did till I really try and bring everything together like that. That will take that the next level in the new year. And so I I think it's been really helpful to be in that space of like. The amplifying and I always caveat that when I'm at, say simplify, I don't mean simplistic, I mean simplifying the complexity and I I think you know that's been important part of what we've also been doing collectively this year.

**Mutsumi Karasaki:** Yeah, yeah, yeah. Yeah, trying to make it more manageable mess rather than. Yeah, uncontrolled chaos.

**Kerry Jones on Peramangk Lands:** Yeah, I'm acceptable, right? And replicable in multiple ways. All of those things.

**Mutsumi Karasaki:** Umm yeah, I see. So that is really about kind of, yeah, the the yeah. How to like how to iterate support team and support teams with working? And that that in that they they are things like you know, the codification work and also yeah.

**Kerry Jones on Peramangk Lands:** You know.

**Mutsumi Karasaki:** I guess strategically the role is part of that, you know, but but, uh, yeah. So yeah, I think that's pretty good. Would you do you? Do you prefer that I go away and construct the story out of it, or would you like to do it like now, like with you? Like by you actually. Or do you want me to?

**Kerry Jones on Peramangk Lands:** Yeah, look.

**Mutsumi Karasaki:** Happy to to pick and choose the bits and pieces of narrative and construct the story. Which do you prefer?

**Kerry Jones on Peramangk Lands:** Yeah, I I think I prefer if you I I do well with people reflecting a story back to me and then I'll go ohh now maybe order it this way or. No, buy that equipment in the year. I think I work better when something's reflected back back to me. Otherwise, I can come at risk of just saying the same thing.

**Mutsumi Karasaki:** Sure, no worries. So I'm I'm gonna.

**Kerry Jones on Peramangk Lands:** No. Yeah, the part off.

**Mutsumi Karasaki:** I don't think I'm gonna get the the story written next week because there's only one week left, but we'll.

**Kerry Jones on Peramangk Lands:** Yeah, no worries.

**Mutsumi Karasaki:** I'll send it over to you sometime in like January and are you coming back straight away after New Year?

**Kerry Jones on Peramangk Lands:** Well, we are talking about standing out. Shut down, period. I'm I'm not sure if it's gonna happen or not, but I will either be back late the first week of Jan or early the following week. So either around the six, 5th, 5th, 6th, or I think they're 8th is the start of the second week of Jan.

**Mutsumi Karasaki:** Yes, that's right. I'm that's why I'm back here.

**Kerry Jones on Peramangk Lands:** Yeah. OK. So yeah, no worry that weeks perfect.

**Mutsumi Karasaki:** Ohhh. Alright. Well, thank you so much for that. That was very interesting and I'm glad we actually got two stories out there because I think I think I do think there are slightly different so.

**Kerry Jones on Peramangk Lands:** No, I appreciate how you've teased them apart. Actually it's good, OK.

**Mutsumi Karasaki:** Cool well. No worries.

**Kerry Jones on Peramangk Lands:** Uh, and thanks for managing me while I've been on the move, cause the kids have a a short day today because it'll last day of school.

**Mutsumi Karasaki:** Ohh I see.

**Kerry Jones on Peramangk Lands:** So I'm standing. I should actually, I should turn my video on. So you can say hang on. And back. My video on the say I'm standing under this beautiful tree, OK?

**Mutsumi Karasaki:** Ohh wow. Wow, it's beautiful. That's cool.

**Kerry Jones on Peramangk Lands:** I output you could say, yeah, it's a stunning, stunning story. Yeah, this is a school.

**Mutsumi Karasaki:** Why it's huge?

**Kerry Jones on Peramangk Lands:** Just they're beautiful tight and over here I don't know if you can see the building.

**Mutsumi Karasaki:** Ohh wow.

**Kerry Jones on Peramangk Lands:** This is our our well it's building where the performances and displays happen and yeah, alright. Bye bye.

**Mutsumi Karasaki:** And nice.

**Kerry Jones on Peramangk Lands:** Ohh 10.

**Mutsumi Karasaki:** Well, thank you so much.

**Kerry Jones on Peramangk Lands:** No, no, thank you.

**Mutsumi Karasaki:** Have amazing break.

**Kerry Jones on Peramangk Lands:** Thank you. You too.

**Mutsumi Karasaki:** Thank you.

**Kerry Jones on Peramangk Lands:** You too go with that like big surfboard move. I reckon that's what that's the thing.

**Mutsumi Karasaki:** Yeah, I think I'm gonna just chill.

**Kerry Jones on Peramangk Lands:** Yes.

**Mutsumi Karasaki:** Like I don't need to be constantly improving or like, you know.

**Kerry Jones on Peramangk Lands:** Yeah, so early.

**Mutsumi Karasaki:** Yeah and.

**Kerry Jones on Peramangk Lands:** Cold. Alright.

**Mutsumi Karasaki:** Alright, thank you very much.

**Kerry Jones on Peramangk Lands:** See you in 2024. Ciao.

**Mutsumi Karasaki:** Yes, in 24 bye.