

2012 afterburn report

what happened on the paddock




kiwiburn
NEW ZEALAND'S REGIONAL **BURNING MAN** EVENT

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I. Introduction by Mark Stirling aka Yonderman, with contributions from Kathy Guidi and Pete Wyatt

'Disaster Holiday' was our ninth Kiwiburn and sixth on the Whakamaru site in the central North Island. The theme spoke to the huge natural disasters that occurred in New Zealand, Japan and elsewhere in 2011, and the need to "take a break" from it all. Our numbers were somewhat down on projections and budgets, but we still had a hugely successful event.

As is usual nowadays there was a great diversity of art and theme camps on site, but it also felt like there were a greater number of daytime activities than previously. In other words, it seemed much more vibrant by day. The man took on a new look with Karl being the chief artist, and the temple was beautifully reinvented by a new group of talented temple artists. The event also did not feel too congested, despite the smaller area of the site available to us this year.

Behind the scenes, the hardworking ExComms and other key volunteers unfortunately had a difficult time dealing with troublemakers on site. There was a serious instance of violence, serious damage to the farmer's property, and several instances of people being harassed or made to feel seriously uncomfortable. As a result one of the key issues being addressed by the ExCom is how to formally deal with troublemakers. In essence, Radical Expression has been happening at the expense of many of the other Burningman principles (e.g. Civic Responsibility). The ExCom is actively looking for a new site, which should address many issues that have been encountered over the years. The new site would preferably be within the Taupo region, since Kiwiburn enjoys the good relationship and associated support from the Taupo District Council. Other issues will be dealt with through careful development of appropriate Kiwiburn policy.

Some Kiwiburners will have tried to get tickets for Burning Man this year and come up against the ticketing fiasco. The Burning Man office has developed the lottery system on a trial basis in order to limit the ticket sales to 50,000 (Bureau of Land Management criteria). Needless to say it's been a frustrating, uncertain process for many, and the end result will probably be a shift to more active participation at Regional events like Kiwiburn. Larry Harvey, founder of Burning Man once said to me that his long-term goal was to see the Regionals grow to the extent that if Burning Man terminated or had to limit numbers in a significant way then the Regional communities would keep Burning Man alive and growing well into the future. So long live Kiwiburn on this front as well!

A big thanks to the ExCom, MPW, artists, volunteers, and all those who made Kiwiburn 2012 happen. This Afterburn report documents the huge effort that has gone in over the last year. Kiwiburn remains my family highlight experience of the year, despite having weathered nine of them. The enthusiasm has caught on for my two boys as well. They turned inside out with excitement on seeing the first glimpse of tents on the hill as we approached the site. Also, big congratulations to Kiwi and crew for the amazing Temple of Transition at Burning Man last year. You did Kiwiburn and New Zealand proud!

Bye for now, and let's look forward to next year, the tenth Kiwiburn!!

II. Organisation/Operations by Kathy Guidi

From an organisational perspective, things remained the status quo, with the structure of the Executive Committee (ExCom) and SubCommittees in place and working relatively well. The concept of 'transparency', which was implemented in 2011, appeared beneficial as many kiwiburners seemed interested to monitor committee email conversations and offer input when desired without having the full commitment of being a committee member.

As with all organisations, people come and go due to life circumstances and we saw some turnover on the various committees. Allyn York, the ExCom Secretary and long-time committee member, left mid-year to move back to the States and we were hard pressed to find a worthy replacement as Secretary. Thankfully, long-standing Kiwiburner, Jen Natoli, put her hand up and stepped in, doing her best to fill the vacancy left by Allyn. Mark Stirling, Richard Parratt and Ants Hiron also left the ExCom during the earlier part of the 2011 year; we were sad to see them go and grateful for the service they gave to Kiwiburn. As founder of Kiwiburn, Mark remains active as the main Burning Man Regional Representative liaising between BMHQ and Kiwiburn on important matters. Hippie Tim, long-standing Burner and chair of the Art Grant Committee, increased his involvement by joining the ExCom. And we welcomed relative newbie, Leo Murray, onto the ExCom as well.

The departure of four strong committee members and the addition of three new members left the ExCom running quite lean with everyone on the committee taking on a lot of responsibility either throughout the year or at the festival. While this worked for the 2011 year, it was noticeable at the festival that there are too few people to rely upon in senior roles and this taxed the core crew which are mainly ExCom members. People are starting to burn out from wearing too many hats.

Recruiting senior level people will be a focus for 2012 and we will be trying to expand on the concept of mentoring – partnering and grooming new volunteers with a current seasoned committee member – and the concept of team members – expanding management roles by having two or three people in each senior management position, working together at the festival so that one person does not end up feeling overburdened, overworked, and exhausted by the end of the festival.

There will be lots of opportunity for people to get involved in 2012!

Your 2011 committees consisted of the following people:

Executive Committee: Bruce Scanlon (Big Nob), Kathy Guidi (Treasurer), Jen Natoli (Secretary), Cass Edwards, Chris Hankins, Pete Wyatt, Tim Jago, Karl Matthews, Hana Tuwhare, Poppy Norman and Leo Murray. Rachel Margaret (not on ExCom) continued to serve as Co-Treasurer/Accountant.
(departed: Mark Stirling, Ants Hiron, Allyn York)

Art Grant SubCommittee: Tim Jago (Chairperson), Lynda Wixon, Linus Norman, Pete Wyatt, Jessica Lunsford
(departed: Wendy Allison)

Media SubCommittee: Kathy Guidi (Chairperson), Shelley Watson, Hana Tuwhare, Dave Preece, Jeremy Byrne
(departed: Allyn York, Richard Parratt, Dave Ryan, Ants Hiron)

New Zealand Regional Representatives: Mark Stirling, Pete Wyatt, Kathy Guidi, Ants Hiron

Recommendations/Improvements for Next Year:

- Recruit and train new volunteers for senior level positions

III. Financials by Kathy Guidi and Rachel Margaret

I thought I'd start off this section by looking at our trend in growth since holding the festival at Whakamaru Domain.

Year	Attendance	% growth
2007	145	
2008	182	+ 25%
2009	250	+37%
2010	450	+80%
2011	530	+17%
2012	536	0%

As you can see, our growth patterns had steadily increased during the first several years at Whakamaru but have since slowed down. No one knows exactly why this is the case: either we've reached our saturation point within the NZ market for our festival, or other random anomalies, like weather patterns, prevented folks from coming out. Though we didn't grow this year, we were pleased with our attendance numbers as we'd heard from other festivals that their numbers were down across the board.

With respect to forecasting a **budget** for the 2012 festival, the ExCom looked at a range of growth percentages of 0%, 10% and 20%, and in July 2011, we approved a budget, with all of our 'wish items' based on 10% growth (approximately \$66,000 of revenue and expenses).

The Excom also decided to increase ticket prices from \$70/\$80/\$90/\$140 to \$70/\$90/\$110/\$160 with the latter price reflecting gate ticket sales as we continue to want to encourage people to pre-buy their tickets. Locals ticket prices remained at \$60. The ExCom felt the moderate increase in ticket prices this year still made the event very affordable compared to other festivals and we did not receive any complaints from the community about the price increase. We are hoping to be able to hold prices steady for the upcoming few years.

In the Cash Summary report below, I've included the budget for 0% growth to compare against our actual numbers. Looking at **revenue**, our income was about \$4600 less than budget (\$56k vs \$61k). This was partially attributable to our gate sales forecast. We had a record number of locals this year with 33 folks paying \$60 and only 28 people paying the full price of \$160. So on the one hand, the price gap between our tiered ticket pricing structure and the **gate** cash price did do the job in dissuading people from paying at the last minute. Our projected **gate sales** were 80 compared to 28 actual, so that impacted our revenue.

Ticket Distribution Breakdown

Ticket price	Cosmic Online	Cosmic Physical tkt	Gate	Total sold	%	Projected 0% growth	%
\$ 60.00	n/a	n/a	33	33	6%		
\$ 70.00	90	45	22*	157	29%	106	20%
\$ 90.00	65	23	0	88	16%	133	25%
\$ 110.00	111	109	10*	230	43%	212	40%
\$ 160.00	n/a		28	28	5%	80	15%
	266	177	93	536	100%	531	100%

*Note: These were tickets sold on site to crew workers before the festival started

We also benefit greatly from the Taupo District Council (TDC) grant we receive (comprises 10% of our revenue). This was our second of three years of funding. We will be hardpressed in our budget once this funding goes away and will need to determine how to capture that \$5,000 (either further ticket price increases, or perhaps from fundraising activities, or a reduction in budget items).

On the expense side of things, expenses came in about \$11,000 less than budget (\$56 k vs. \$66k) which was fantastic. We didn't buy a shipping container (\$2,600 budgeted); didn't dip into our Miscellaneous category by much (\$2000 budget); didn't send a regional to the US regional summit (\$2,500 budgeted) and all managers/crew chiefs did well with their spending this year and came under by a few hundred dollars. We also saved \$1,100 in toilet rentals since we ordered less; about \$700 in art grants didn't get done; and the \$500 Wrangler budget didn't get spent.

Looking at the percentages (%) of expense column, we can glean where our money goes. I'm happy to report that almost 25% goes to ART: we give out a healthy 10% of the budget in Art Grants and a further 14% of the budget goes towards the Temple and Man. On the not-so-great side of things, almost 20% of our budget is spent on hiring security – this continues to remain an important area of discussion within the ExCom and wider-community as we face the on-going security-breaching issues at Whakamaru Domain.

The bottom line is that we had a net cash movement of +\$1451 which increased our cash balance from beginning of year at \$12,687 to an end of year balance of \$14,138!

(see next page for Financials)

From an operational standpoint, we continued to use our web-based accounting system, Xero, which makes life much easier for Rachel, our accountant and co-treasurer, and we issued more EFTPOS cards to the managers/crew chiefs which greatly helped in tracking and reconciling expenses.

Recommendations/Improvements for Next Year:

- Missing Receipts: We still have managers/crew chiefs who don't submit all receipts against their EFTPOS cards. Need to devise a better system for managers to send in receipts more frequently rather than scramble to find them all post-festival.
- Continue to improve our gate cash sales database
- Keep budget at same levels for next year

Kiwiburn Cash Summary Report

For period April 1, 2011 – March 31, 2012

GST Inclusive

	2012 Budget (0% growth)	2012 Actuals (0% Growth)	Difference	% of Income
INCOME				
Bank Interest	\$0	\$274	\$274	0.48%
ticket sales: first tier	\$7,420	\$9,447	\$2,027	16.71%
ticket sales: 2nd tier	\$11,925	\$7,907	(\$4,018)	13.99%
ticket sales: 3rd tier:	\$23,320	\$24,200	\$880	42.81%
Gate sales:	\$12,720	\$8,950	(\$3,770)	15.83%
sponsorship from TDC:	\$5,750	\$5,750	\$0	10.17%
total income:	\$61,135	\$56,527	(\$4,608)	100.00%
EXPENSES	GST inclusive			% of Expenses
Administrative:				
Office Expense:	\$24	\$37	\$12	0.07%
Accounting: (Xero software)	\$146	\$241	\$95	0.44%
Art Grants disbursement	\$7,000	\$5,765	(\$1,235)	10.47%
Bank Charge	\$63	\$36	(\$27)	0.07%
Carbon Offsets	\$1,378	\$1,394	\$16	2.53%
Capital Items:				
2012: Freezers?	\$500	\$400	(\$100)	0.73%
2012: Shipping container	\$2,655	\$0	(\$2,655)	0.00%
Cost of Goods:				
Gate: (Tshirts/materials/gennie/lighting)	\$1,100	\$768	(\$332)	1.39%
Greeters (new greeters shelter / designer / gennie)	\$1,450	\$947	(\$503)	1.72%
Wranglers:	\$500	\$0	(\$500)	0.00%
Man:	\$4,800	\$4,334	(\$466)	7.87%
MPW Infrastructure/Site, crew items:	\$1,800	\$1,531	(\$269)	2.78%
MPW Kitchen:	\$1,650	\$1,754	\$104	3.18%
Temple:	\$3,800	\$3,794	(\$6)	6.89%
Supplies: (Toilet Paper, hand sanitizer, art supplies)	\$300	\$114	(\$186)	0.21%
The Depot:	\$1,500	\$1,631	\$131	2.96%
The Artery:	\$500	\$421	(\$79)	0.76%
Paddock Lighting:	\$1,000	\$816	(\$184)	1.48%
Paddock Post supplies	\$100	\$36	(\$64)	0.07%
Insurance	\$600	\$569	(\$31)	1.03%
Miscellaneous:	\$2,000	\$302	(\$1,698)	0.55%
Rent:				
Council/SLAM/TDC Fees for festival:	\$3,000	\$2,013	(\$987)	3.65%
Pony Shed Storage Rental (to SLAM):	\$1,200	\$1,000	(\$200)	1.82%
Services:				
Event Medics:	\$5,313	\$4,830	(\$483)	8.77%
Security Guard Hiring:	\$9,057	\$10,828	\$1,771	19.66%
Hirepool for Toilets:	\$5,477	\$4,472	(\$1,004)	8.12%
Hirepool for Centre Camp Marquee:	\$586	\$532	(\$54)	0.97%
Radio rental:	\$2,024	\$2,194	\$170	3.98%
Printing:				
Printing: Stickers (1000) / postcards	\$800	\$894	\$94	1.62%
Printing: Entry Signs	\$278	\$171	(\$107)	0.31%
Printing: Wristbands (1000)	\$848	\$771	(\$78)	1.40%
Printing: Event Guide	\$250	\$191	(\$59)	0.35%
Print ads (Dam Advertiser):	\$31	\$28	(\$3)	0.05%
Taxes (on previous year):	\$0	(\$8)	(\$8)	-0.01%
Telephone (conf ph fees / ph cards):	\$380	\$95	(\$285)	0.17%
Travel: (1x co-regional/Excom summit)	\$4,500	\$1,759	(\$2,741)	3.19%
GST payment		\$0	\$0	0.00%
Total expenses:	\$66,610	\$54,659	(\$11,951)	
GST Paid on revenue:	(\$7,974)	(\$7,373)		
GST claimed on expenses:	\$8,688	\$7,790		0.76%
Sub-total:	\$67,324	\$55,076		100.00%
Net Cash Movement:	(\$6,189)	\$1,451		
Opening Bank Balance (April 1):	\$12,687	\$12,687		
Closing Bank Balance: (March 31):	\$6,524	\$14,138		

IV. Art

a) Art & Art Grants Programme by Hippiie Tim, Chair of Arts Grant Committee

1. Art Grant Committee (AGC)

I would have to say that of all my years working on the Art Grant Committee that this year has been the hardest to pull off. As I read back over last years report, and the recommendations that we made, I can safely say that we have not made much or any movement in these directions. Despite this we still managed to pull of a good round of art grants and make a good step towards a more efficient application process.

This year we ended up splitting the grant money into two distinct groups: a first round of grants which were open to all projects, with \$5,000 of funding, and a second round for grants up to \$300 with \$2,000 of funding. This process worked quite well as we were able to be a lot more lenient in the second round of grants; this allowed for people to not have to come up with a complete proposal but rather just explain their idea and give a brief budget. This was encouraging for people who found the full application process a little intimidating and allowed them to to get a taste of Kiwiburn art grants.

In the first round of applications we took the criteria and each AGC member scored them accordingly which we used as a basis of our discussions for funding. We then went though the list of applicants and each put the amount we thought each project should get, then we averaged this and shuffled things around a bit to get the final grant amount. This was different to other years where we have used the scores to determine the percentage of their budget for which they would receive a grant.

I think the process we used this year was not ideal, and was done with quite some haste as the meetings we had organised were poorly attended and the programme itself was launched late. However, I think the system used last year is also not the best – we need to work on this to create a process that is fair and efficient.

Recommendations/Improvements for Next Year:

- More cohesive organisation of current AGC members and possibly new members.
- More public awareness of the AGC programme.
- Work on a procedures manual for the AGC and granting process.
- Launch the AGC programme earlier.
- Split funding for larger and smaller grants as with this year as this seemed to work very well this year.

2. Art

The AGC offered funding to a total of 20 installations, a 30% increase from last year where 15 grants were given out. However, we also had more drop outs – 5 compared to 2 last year. The total amount dished out this year was \$5,989.75.

Those grants went out to:

Mobile Drum Circle	Pete Wyatt	\$352.33
Pendulum Waves	Kathryn Thesman	\$493.33
Bank of Kiwiburn	Pete Wyatt	\$233.67
Pirate Ship Upgrades	Pete Wyatt	\$539.00
Road Side Attraction	Rohana Weaver	\$567.50
Shuttle	Mark Sirling	\$147.50
Sting Ring	Hana Tuwhare	\$2,153.00
Velocitraction	Rich d' Rich	\$337.50
Magic Orb	Daniel Vasku	\$340.00
Fire Mandalas	Jeff Robinson	\$185.00
Run Away Train	Logan Devitt	\$525.00
Gong Show Kareoke	Bruce Scanlon	\$320.00
True Infinity Symbol	Just Joshua	\$180.50
Tetrahedron Madness	Ben Prince	\$134.90

3. Artery:

The Artery looked like it was going to be an improvement on last year but unfortunately it wasn't. This year the Artery was given a \$500 budget which gave us the ability to build a structure to contain the Artery. Through various hang ups and mostly due to over commitment and unexpected work pre-event, the Artery was never finished.

On the plus side I feel that other elements of creating the Artery have moved a lot further down the road. At next years event we will have a structure that can be put up with relative ease and a larger group of volunteers to help share the load. We will have laminated information on the art grant programme and an induction document which should make new volunteers' lives easy.

I would like to see more volunteers get involved in this project and to expand the art support side of things by providing everyone who gets a grant with a support person who has experience in creating installations and can support them through the process. We already have a few people who are keen to volunteer for this.

Recommendations/Improvements for Next Year:

- More volunteers to spread work load.
- Expand art support to art grant recipients through a mentor programme.

b) The Man by Karl Matthews

The design of the man changed significantly this year with the ambition to create a more realistic effigy. A decision was also made to build him a base, the construction and design of which was mostly handled by Chris "Kiwi" Hankins. The Man himself was slightly shorter than the man in 2011 standing at 8.2 metres, as opposed to 9 metres. However, with the base, the top of his head was approximately 11 metres off the ground, and about 13 metres tall when his arms were raised.

The construction of the Man happened entirely on site, utilising many volunteers from the MPW crew. The size of the task meant construction ran late and the Man wasn't raised until Thursday of the event. He was fully complete by Friday.

Originally we had once again planned to utilise a crane from Mighty River Power. Unfortunately, even though they were willing to help, an operator wasn't available on the days we required.

To overcome this and complete the difficult task of standing him up without the aid of any heavy equipment, we devised an A-frame counterlever system. This allowed around 40 members of the community to lift him into place once he was set into his pivot points on his feet – all with a simple rope. This proved to be an incredibly popular event, along with the carrying of the Man from the green shed to his site.

The Burn was as raucous and fun as ever. The pyrotechnic element of the burn was simple this year, only utilising firewood and diesel. Our friends within the fire department were happy with the proceedings, and even played a major part in raising his arms pre-burn.

The Man project fell comfortably within its budget of \$4,800.

Recommendations/Improvements for Next Year:

- Bigger and better.
- Improved lighting.
- Change burn fuels and create pyrotechnic effects.
- Have a plan BEFORE I get to the site.
- Create a 'Man Crew' separate from MPW.
- Continue to raise the man during the festival to allow community participation.
- Generally use the excellent design foundation to create a better man next year..

c) The Temple by Nick Leland, Rohanna Weaver and Hippie Tim,

To say we were blessed would be an understatement. Right from the early stages of this project things went really well. I'm not suggesting we just got lucky, far from it. We had a huge number of devoted, hardworking, creative and disciplined crew supported by an experienced and well managed team of festival organisers. The support we felt was very much appreciated.

We were lucky too, though, and if the weather was not so kind to us it could have been quite an unpleasant endeavour. Also, if we had not been able to provide food for the crew it would have made it much much less pleasurable and would have definitely reduced our numbers.

Many of the crew started working on site as early as the 4th Jan, and by the weekend of the 7th we had moved over 50 cubic metres of hand picked drifwood into the middle of the North Island. Thanks for pointing that out, Karl. The natural building materials, while being challenging at first and very labour intensive, proved very rewarding to work with, and the crew were reluctant to leave for dinner each night. I would highly recommend future crews consider using unmilled wood again for the temple.

Other than one close call with a sage stick and dry leaves, the festival ran smoothly with the temple well utilised, and by Sunday there was little room left for people to add any messages.

After having pizza for breakfast we got stuck in, loading the temple with a variety of kindling, pallets, wax soaked bamboo, wax soaked coffee sacks, bamboo tubes full of diesel and several trailer loads of pine branches.

I'm happy to say it caught slightly faster than last year! The hot blaze carried away many sad thoughts and refreshed many for the following year.

Hope you liked it Tima.

Recommendations/Improvements for Next Year:

- Natural wood worked very well for us and I would highly recommend it to other crews.
- Food: an army marches on its belly! This was very much appreciated by our crew!
- Burning the dragon and Jeff's fire mandala on the same night was a mild conflict for peoples attention, and both would have better been burnt on the Saturday.
- Jeff's fire mandala could have worked really well if integrated into the main temple burn. He is interested in this too, but will need guidance.
- More wax soaked coffee sacks could never hurt. If it were a wet night this is a 'sure fire' way to get it burning fast and hot.
- Prepare your kindling and firewood early! We should have definitely soaked the sacks in wax before the festival. Banana boxes full of kindling with some wax splashed over them could be a very nice option for starting burns, they have good air flow as the top and bottom are open, they are also a good form of kindling themselves especially soaked in wax.
- Ten or twenty pallets per structure to be burnt should also be collected as they really start a fire fast and hot! Heavy logs are of little importance although they do keep the naked people warm after the main event is over.
- Straw bales too could also be really effective for starting burns as they are such a good fast burning fuel and also very cheap and environmentally friendly.
- Safety: really guys, we got lucky here too. All the heavy tools were treated with care but the little things can do damage too. We had a few near misses with things like angle grinders and sanding disks. These are not things that will do serious harm but they could do some damage and spoil your festival. The problem really comes from people who are not experienced with power tools and in particular we need to be really aware of people wearing tassels and frilly things while using power tools as they can make a real mess if they catch in the workings.

Thanks again to all the people who helped us. See you next year!

V. Environment, Site Management, and MPW by Chris “Kiwi” Hankins

Every year as Kiwiburn approaches we start to monitor the weather forecasts to see what sort of potential conditions we will be working in. This year Kiwiburn was set a week earlier which meant that as soon as New Years was over we went straight to work, focusing on what was needed and when. The summer had produced cloudy and wet conditions throughout the country so we expected to be building infrastructure in those conditions, but as luck would have it, we were not subjected to torrential rain and cyclones as we were in 2011.

The only other thing to contend with was the requirements of the farmer that grazes the land and grows crops for his animals. Every year has been different as far as what paddocks have been available for Kiwiburn.

This year we were forced to condense our layout for placement of camping and art to half the size of last year, offering up some discussion and flexible decision making which in a way is part of what we do. By having a more condensed layout there was a lot more opportunity for people to interact and enjoy each others contributions and revelry.

The Burning of the Man and the Temple were both challenging and rewarding, with the Temple being in similar location to 2011 but the Man being in a unique new position with Lake Maraetai as his backdrop creating a spectacle that everyone was delighted with.

The MPW crew once again kicked arse building a new Greeters structure and making alterations to the Gatehouse and Depot. All work was completed on time for the opening of the Gate.

This year Karl Matthews designed and built the Man putting a new twist into the construction method with an outstanding result. Once again it was a collaborative effort – including the raising of the man onto a 3 metre high base using approximately 100 people hauling on a rope, which was a huge success.

All and all Kiwiburn is in good hands with more and more people wanting to step up and volunteer to help keep Kiwiburn moving forward and growing in strength and conviction. Bring on 2013.

VI. Paddock Safety

a) Health & Safety by Leo "Mufasa" Murray

Health & Safety (H&S) has three main purposes:

- To ensure participants have a safe and enjoyable event that isn't marred by personal injury or property damage.
- To enable us to get the permits we need to run the event.
- To ensure that if a serious accident were to occur, we can prove that we have taken "all practicable steps" to minimise risk.

In addition to protecting Kiwiburn Inc, committee members and participants from legal action, this also protects Taupo District Council and Fire Service staff, who have a degree of trust in us and sign off on permits accordingly.

Health & Safety begins when theme camps and art installations begin to be registered around September. Participants are contacted by the H&S team by email and provided with a risk assessment form and other relevant information if it is decided there is a potential hazard. This year risk assessment forms were completed; however it was agreed that reviewing them on site when the theme camp or art piece was set up was not necessary.

Gathering the risk assessment forms and communicating with participants pre-festival about potential risks went well for the most part, however H&S was not a priority for some camp/installation/event providers who felt that they could shirk their obligations.

After being reviewed as a position, the Health and Safety role of Kiwiburn has taken a backstep on the paddock, and is more about making people aware of H&S before they arrive at Kiwiburn, through the process of registering. This puts the onus on participants to be wary, and to act on making Kiwiburn a safer area. Previous health and safety teams have solidified this process, which will continue to function well in the future.

Recommendations/Improvements for Next Year:

- ExCom to decide how to run H&S on the paddock

b) Medics by Paul & Kirsty Illston

We are very grateful to have had the Event Medics team for the sixth year at Kiwiburn. They have been instrumental in helping us provide a safe festival with access to medical attention 24 hours a day during the entire event. This year, a lot of security and safety issues occurred at Kiwiburn and Paul and Kirsty took the time to write up an extensive report based on their experiences with the situations and also offered some advice with how to do better in upcoming years. Their full report can be found in a separate Appendix to the Afterburn report.

Below is an excerpt of their 'Health & Safety report:

Medical issues: Kiwiburn 2012 broke all the records for us in regards to event medical support, the most participants treated, the most severe injuries dealt with and the most equipment used. Kiwiburn 2012 was also unfortunately the first year our staff felt threatened and at risk (more on this later).

Injuries: Although we understand participant numbers were down slightly on last year, the number of patients seen actually increased. The most common complaint dealt with was insect bites/stings, these proved to be especially troublesome amongst our foreign visitors; other common complaints were small cuts to the feet and hands, burns to the arms and allergic rhinitis (aka 'Hay fever').

This year we also dealt with our most significant traumatic injuries as a result of two separate assaults, injuries included concussion, lacerations caused by a broken bottle, an arterial bleed (far less dramatic than it sounds at first and easily dealt with) and a broken arm.

Other than dealing with medical issues we also assisted in the search for two missing Kayakers and we assisted security with an extra set of eyes and ears during the burn.

Recommendations/Improvements for Next Year:

- Survival Guide should be distributed and given greater emphasis to newbies and veteran Burners alike. Suggested verbiage improvements are in the full report.
- Modify layout of pony shed for better delivery of medical services.
- Look at CIMS as an event management system/tool

c) Gate by Hana Tuwhare

This was the first year I really struggled with Gate. I planned to have a co-manager to avoid burnout and over commitment, but unfortunately this fell through and I got left with the added bonus of managing Greeters as well. I felt Gate ran fairly smoothly the previous year and assumed it would be similar this year, but there were issues with under-staffing and security.

Tickets: The Cosmic Corner ticketing system went well this year and I would be happy to go with them again next year. They had a simple easy-to-use system. The Gate sales system seemed to work fine, but when it came time to making reports on ticket sales, it had time-consuming problems. It would be great if Cosmic had their own gate sales process already integrated, otherwise I would like to see something more simple.

Budget: Gate came in under budget! The biggest things on the budget are shwag, generator rental and petrol. Next year we hope to have a lot more volunteers, so we will be needing a lot more shwag. We'll consider different kinds of shwag for next year.

Security: Gate was placed further away from the the entrance this year as we expected a lot of rain and didn't want cars getting stuck in the grass. This turned out to be problematic. In hindsight, Gate would have been much better situated where it had been the last few years as it makes a presence and helps in communication with Security. And it didn't even rain. We had more security issues than the previous year for various reasons, so being on the ball, having more staff, and creating good procedures will help with this next year.

There were several times when gates were left unlocked after security had left in the morning; there is usually a two hour gap where security goes home and the gate has not opened yet. This will be avoided in the future by having longer opening hours.

Training: Due to security issues, Gate staff need a lot more training. I'm hoping for a training weekend near the end of the year where this can happen, otherwise, there will be a more rigorous workshop on site before the event.

Recommendations/Improvements for Next Year:

- Gate to be staffed at all times while security is not on site, as well as on Sunday for Exodus
- Create Managers manual
- Work on closing up gate to people who are not on duty and making it easier to identify who is on duty
- More training for gate staff, including weekend workshops. These volunteers will be coupled up with less trained volunteers
- Increase number of volunteers
- Give out information about volunteering when purchasing tickets with Cosmic
- Issue In/Out passes for locals
- Find a co-manager for gate
- Improve gate sales process
- Create a hang out spot away from the work area.
- Shirts for volunteers doing 2 or more shifts, patches for volunteers doing 1 shift

d) Security by Bruce Scanlon

The perfect security environment we enjoyed in 2011 was not repeated, unfortunately. There were a number of incidents that taught us some good lessons, but involved a lot of work.

The best news was our 12 hour on call Site Manager system and zero Wrangler coverage still worked. It would have worked better if we had clear chain of command and had pre-thought our responses to different scenarios. Instead, there was a constant second-guessing of Site Manager decisions and an inability to get Senjo Security to act on our instructions. All of this means doing our homework ahead of time.

SEE SEPARATE APPENDIX: JEZ'S SECURITY REPORT

Recommendations/Improvements for Next Year:

- Prepare procedural responses ahead of time
- Better training of Gate volunteers
- Construct and maintain a clear chain of command
- Talk through solutions with Security Provider

VII. Community Services

a) The Depot by Poppy Norman and Ash Easton

This was the second year of The Depot. Our goal was to create a place where participants and volunteers could go with questions, information, lost property, something to chat about, and basically anything else. I think we succeeded.

Other things worth mentioning:

- A huge thank you to Ash who spent a lot of her burn running The Depot, she was AMAZING! Also to the other volunteers who helped make this possible.
- The notice board and 'write board' worked well to provide people with a central place to communicate.
- With the budget we were given this year we were able to build a good quality and reusable structure, next year there will be no or limited building costs.
- UNICORNS RULE! Especially when they puke

Recommendations/Improvements for Next Year:

- Purchasing a back-up freezer for ice so runs can be organised every other day
- A sign in-out sheet for site managers to ensure the phone and charger etc don't go missing or lose charge
- A separate radio channel for party talk during the festival – pink bum baaaaag

b) Town Planning/Placement of Theme Camps by Poppy Norman

Town planning is a constantly evolving beast. Not only right up until the festival, but also during the festival as there the main lesson this year was no matter how much pre-planning you do, things will always change. So the town planner needs to have very fluid plans and be ready to change things around at any moment.

During set-up the farmer informed us that we would no longer have the use of the majority of the back paddocks. This meant that I had to quickly re-arrange all the placement I had done prior. Whilst being a pretty major hassle I think this turned out to be a good thing.

People from Man crew and MPW were on site before the Town Planner and they had placed several things without consulting town planning, this is something that needs to be avoided in the future.

Because of significant changes so late in the game I was unable to provide people with a map until a couple of days before the festival. I would suggest providing tentative maps to all those who need it early on and making it clear that things could change.

This year there was no quiet camping, this worked okay – however, in future years I would recommend having a quiet area. As the site is so small, I would recommend placing the quiet camping a wee bit away from the rest of the festival – otherwise it wouldn't really be all that quiet.

Although many theme camps requested positions under trees I decided to continue with the 2011 policy of not placing theme camps under the trees and leaving this space free for campers.

Recommendations/Improvements for Next Year:

- Town planner needs to be consulted with by the MPW and Artery before they place anything.

c) Greeters by Hana Tuwhare

This was not the most organised year for Greeters: all shifts were eventually filled but volunteers did not always pass on all the information that was needed. This was due to management being stretched.

MPW did a great job of building a new structure that will be used for years to come and a lot of people had fun spinning the wheel of mis-fortune, there were a lot of haircuts! There was a loud sound system donated by HiDive; this was great sometimes and other times was a bit too loud for the staff to get information across to newly arrived participants.

Recommendations/Improvements for Next Year:

- Greeters needs a manager, or even 2 managers, who have the time, energy and loving care to provide greeters with proper training and ensure all rosters are filled
- Manual to be written for managers to follow so they know expectations
- A push to get newbies volunteering for greeters
- Bring back the paddle! People missed it... They really did!

d) Centre Camp by Jazelle Alderdice

Centre Camp went well this year with some really great planned events – some which people had emailed me about and I had booked in, and some spontaneous offerings such as a permaculture talk and a flag making workshop where individuals made their own flag which then decorated Centre Camp. (Keep a look out next year to spot your flag!) Of course we had the Town Hall meeting on Sunday too which was really useful and constructive.

Centre Camp was in a good location in the middle of the field; however someone had taken the electrical cord so we had to buy another one to power the space. The atmosphere at Centre Camp was generally really chilled, a gentle place to hang out during the day and to attend some events of interest.

Some of the events that occurred were Ukulele Babies workshop for beginners, great talks about spirituality and drugs, and random other events such as weaving, art making and beading. I had wanted to run a 5 Rhythms dance workshop and some other people wanted to do stuff too that required a PA but unfortunately this year when I arrived and checked out the shed, centre camps sound system and microphone had disappeared and after some digging about I heard that apparently it had blown up. It was a pity, as overall Centre Camp was quieter this year than the last two that I have organised, and what happened was that some of these events did happen outside (laughter yoga was fantastic, and the fashion show awesome!) But others didn't happen at all, such as 5 Rhythms Wave Meditation, which meant some people were disappointed as it had been printed on the Event Guide. We were lucky it wasn't a wet year.

I think Centre Camp does need a sound system and a microphone and I am happy to source one if I am approved of some funds.

I want to give my heartfelt thanks to all you amazing burners who gave of yourselves, shared your passions, inspired, delighted and moved us at centre camp. It was a great communal effort, really living our 10th Kiwiburn Principle.

I will be back so I look forward to seeing you all again, home on the paddock next time!

Recommendations/Improvements for Next Year:

- Source a sound system and microphone
- Source an extra whiteboard to notify participants of other events around the paddock. I realise that there was one over by the Depot but people were still advertising on the Centre Camp white board and it all got a bit confusing – What was happening where? Was it at centre camp or somewhere else? – and then the board got really full and difficult to read.
- Centre Camp needs it's own lighting and leads and a way to store them so that they don't get mixed up with infrastructure stuff for Depot/MPW/Gate/Greeters, etc.

VIII. Communication and Technology by Media Subcommittee

a) Public Relations by Shelley Watson

Two media releases were sent out – a generic one in late 2011, and one in early 2012 focusing on Kiwi and the Temple of Transition. They can be downloaded here: <http://kiwiburn.com/media-releases>

Both the *Waikato Times* and the *South Waikato Times* visited and wrote articles. The *Waikato Times* came back to make a video about The Man, which was well received. Two articles written by Alistair Bone had mixed reactions and were the subject of much discussion on the paddock. Kiwiburn cannot control what the media write about, and our policy states:

Freedom and the Media

The media are a part of our experience at Kiwiburn. Freedom of the press dictates that we cannot exclude them, nor would we want to – they are our opportunity to affect the world by illustrating what we do together as a community. Reporting and documenting is a form of expression.

We can conclude in this instance that 'all publicity is good publicity'.

Media Kit

The Media Kit was still relevant and did not need updating for 2011. It's downloadable from the Media section of the website. It will be worth updating it this year with new images and an updated profile of Kiwi to include his involvement in an art project at Burning Man in 2011, the Temple of Transition.

Radio Stations/Online Event Guides

Having established and researched event listing websites that seemed a good fit with Kiwiburn over the previous two years, we had a good base to work from. Some sites have closed down and new ones have started up. From September 2011, event information about Kiwiburn was posted to about 18 sites, including various radio station gig guides, Mukuna, Real Groovy, Eventfinder, Under the Radar, Obscure, Biggie, and Outdoor Styles.

Eventfinder was once again the best managed of these sites as their system makes it easy to track traffic to the Kiwiburn listing. For the 2012 event, we had over 1,000 views per week.

Facebook

Kiwiburn creates a Facebook event page each year with comprehensive information and links to the website etc. We post news and updates (eg when tickets go on sale) and the community uses it as a notice board or just to comment. This year over 4,500 people were invited (three thousand more than last year) and, of those, 383 people indicated they were attending – 10% more than last year (<https://www.facebook.com/events/181478065245390/>).

There have been two main Kiwiburn Groups on Facebook for the past few years: A Kiwiburn Group <https://www.facebook.com/groups/2408543387/> and a Kiwiburners Group. The Kiwiburn page has had the most traffic and is very lively. We have deleted the Kiwiburners Group and will be phasing out the Kiwiburn Group in favour of Facebook's Pages format <https://www.facebook.com/Kiwiburn>, so there will be one definitive place on Facebook for Kiwiburn, as well as an event page.

Forums

With important notices, updates, and information posted on Kiwiburn's Forum for the community, you'd think it would be more widely used. Kiwiburn are proactively trying to get more Kiwiburners signed up by directing people there in posts on its Facebook outlets and through the newsletter.

Newsletter

Started in early 2010 by Kiwiburner David Preece, aka Ranty Dave, the Electric Fence Post is a great tool for getting information out to the KB community quickly and in a fun way. Approximately 10 Issues of the EFP went out In 2011. And we now have over 700 people on the distribution list! In March 2012, the editing role was taken over by Leo Murray, aka Mufasa, working in conjunction with Hana Tuwhare who has been on board from inception. The EFP is set to become more regular (monthly) in 2012.

Publications

For the sixth consecutive year we've put public notices about Kiwiburn in the Dam Advertiser, the weekly Mangakino booklet. We do this in the two weeks prior to Kiwiburn so the locals know when it's on and have the information they need. It costs \$12 per insertion. It is a good way for us to keep in touch with the local Mangakino community.

Census

The second year on the paddock. Once the data is available, we may be more able to determine how people hear about KB, and target PR communications accordingly.

Postcards

Tying in with the theme artwork style of vintage USA State postcards, we had x3,000 postcards printed for publicity: x750 were sent to Wellington then x500 taken to Burning Man, x20 sent to targeted media (TV, newspapers), x350 sent to Christchurch, x300 sent to Dunedin, x200 distributed around Auckland backpackers, x50 at newbie bbq and x1,000 kept to give to every participant at Kiwiburn as well as use for paddock post.

Recommendations/Improvements for Next Year:

- Expand the PR role within Kiwiburn so there is more capacity to get things done quicker: It would be great to have a small team of people (at least two) to work on public relations and media liaison.
- Media Releases should be ready to go earlier (September and October) so they can be sent to publications.
- Continue to create an Event page on Facebook and update the Kiwiburn Page and send out notices when we need to communicate with/inform the community, as well as putting the event on online listings from May/June onwards.
- Start a Twitter feed for Kiwiburn. We are advertising for a volunteer to tweet at least weekly to maintain momentum and interest in KB year round.

b) Electric Fence Post Newsletter by David Preece and Hana Tuwhare

The EFP is now into its third year of sending out semi-regular newsletters to our Kiwiburn community. Over the past year we have announced the Kiwiburn theme, dates and art grant proposals and have provided information about fundraiser events, volunteering, ticketing, newbie BBQ and the Temples (both Kiwiburn and Burning Man).

New processes have been put in to place to produce a more regular newsletter going out once a month. Other processes have also been put in place to make it easier and hopefully more efficient for all people involved in the production of the newsletter.

Unfortunately, not many new email addresses were collected at the event this year, so we hope to concentrate on this more next year! Perhaps this can be part of Greeters (like this year) as well as Ambassadorables.

Ranty Dave has decided to step down from his role. He has put in a lot of work over the past couple of years and we thank him immensely for this. Leo will be learning the technical side of EFP and will also help with writing/editing. Once Leo has a good grasp of how everything works, Hana will advertise for her position and step down, due to limited time commitments.

Recommendations/Improvements for Next Year:

- Ensure new emails are collected at the event
- Get more people involved to spread the work out)

c) Technology (Website, Sys Admin) by Shelley Watson, Kathy Guidi, and Jeremy Byrne

We listed two goals in last years' Afterburn Report: Update and improve the website, and update our ticket sales and gate processes.

Website

The massive changes made in 2010 – streamlining content so it isn't date-specific – held us in good stead, so the website went largely unchanged in 2011. The news feed on the home page was mostly static until two weeks before the event. No blogging was done during the event though there was facility to do so.

The website is such a large and evolving beast and updating it is an ongoing project that will be further fine-tuned in 2012. One of the projects still to be undertaken (we are advertising for a volunteer(s) for this) is updating the photo library. Once we have that sorted, we could use some of the imagery throughout the website.

Ticketing Sales/Gate Process

We used a new third party vendor to handle our ticketing process which went very well. We sold tickets online via Cosmic Corner's Ticketing system and through their retail outlets around New Zealand. Cosmic gave us a laptop and scanning equipment to process tickets at the event; one of our Kiwiburn members built a small database application to track gate cash sales as Cosmic's system does not do this. Overall, we improved our processes for gate ticketing and tracking, although there is always still room for improvement.

Recommendations/Improvements for Next Year:

- Find volunteers to take on specific duties/roles for managing the website
- Continue to improve the website
- Develop a better procedure for tracking Gate cash sales
- Perform a security audit of website software and target outdated software for updating

IX. Future Vision by Bruce Scanlon, aka Big Nob

In the future vision for 2011 I declared that we were going to have more fun this year, and a lot of folks said that this was the best Kiwiburn ever. I'd like to add, so far! And, it depends.

There was lots of fun to be had as theme camps and art installations were more numerous and representative of a larger group of participants than ever before. Daytime activities grew in number and popularity.

But the organisers did not have as good a time. While it wasn't apparent to most participants, we dealt with increasingly annoying issues around the site, security, and being able to maintain good practices we had already established.

On the organisational plus side, we did well with our budget and didn't need to cut post festival expenses. We've already had a fantastic Excom face-to-face meeting where we've mapped out a large amount of organisational development for next year.

First, we're looking for a new site, but will stay at Whakamaru Domain if we aren't able to find a new one within the next couple of months. By Kiwiburn 2014 we will definitely be somewhere new.

Second, we are facing the inability of some participants to act in a civil fashion. We all know that our community values Radical Inclusion, but to allow Radical Self Expression people need to feel safe, and the values of Communal Effort and Civic Responsibility are equally as important. We are now working on appropriate policy and procedure.

Third, we are going to produce documentation of our operational procedures and changes to our event organisation to support our volunteers in the best practices we are developing and have already developed.

Fourth, we now recognise that financially we have good years and bad years, and it's important to build reserves during the good years. We will have another tight budget going into 2012, and seek Charitable Status, which will allow us to retain all of our earnings if we have unexpected attendance growth, and apply to a wider variety of organisations for grants.

Lastly, I think we need to come together more as a community during the year off the paddock. That will be Decompressions, fundraisers, and an Organisational Development conference that we have applied to Creative New Zealand to fund.

What this all looks like together is a really interesting time to be working on Kiwiburn. Has our attendance stabilised? Can we attract enough capable volunteers, and organise them in an effective fashion? Can we find a new site better than the one we have now? I'm looking forward to answering these questions in next year's Future Vision.

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Introduction

Unlike previous years this report is compiled into three parts; firstly the medical report, this being the only formal report we are normally asked to supply, secondly event management/structure, after some of the issues experienced this year we have been asked to provide suggestions on how this could be improved with the introduction of the coordinated incident management system (CIMS), and lastly my own personal reflections which may prove to be highly contentious.

Medical issues

Kiwiburn 2012 broke all the records for us in regards to event medical support, the most participants treated, the most severe injuries dealt with and the most equipment used. Kiwiburn 2012 was also unfortunately the first year our staff felt threatened and at risk (more on this later).

Injuries

Although we understand participant numbers were down slightly on last year, the number of patients seen actually increased. The most common complaint dealt with was insect bites/stings, these proved to be especially troublesome amongst our foreign visitors; other common complaints were small cuts to the feet and hands, burns to the arms and allergic rhinitis (aka 'Hay fever').

This year we also dealt with our most significant traumatic injuries as a result of two separate assaults, injuries included concussion, lacerations caused by a broken bottle, an arterial bleed (far less dramatic than it sounds at first and easily dealt with) and a broken arm.

Other than dealing with medical issues we also assisted in the search for two missing Kayakers and we assisted security with an extra set of eyes and ears during the burn.

Staff safety

Three events combined to make this the first year that our staff felt at risk, two of the events could have led to personal injury and the third was of a sexual nature.

Incident one

A verbal altercation between the alleged offender of an assault and a security guard whilst the 'offender' was being treated by our staff resulted in the 'offender' becoming more aggressive, this compromised the safety of our staff and the security guard was asked to leave the treatment room immediately. Once the guard had left the building the 'offender' quickly calmed down and remained calm for the remainder of his time with us. We should point out that even with the eventual arrival of the Police the 'offender' was discovered to be the 'victim' and he remained calm and cooperative.

Incident two

A participant took exception to the fact that the electric fence unit was 'on' and therefore energising the fences around site, initially we dealt with this by allowing him to turn off the fence unit (which we would have turned back on once he had left), as he was leaving his demeanour quickly changed when he confronted a member of the Kiwiburn executive committee, the participant then 'freaked out' (without any provocation other than being told the unit had to remain on) ran back into our treatment area and proceeded to rip the energiser unit from the wall and throw it violently onto the floor. Unfortunately one of our staff was close by and again felt their safety had been compromised.

Incident three

Background: At night it is common practice for our staff to sleep in pairs in the garage, one in the treatment room doorway and the other in our kitchen area. A 'doorbell' had been setup on a raised counter with signage asking participants to press for assistance. This setup worked exceptionally well except on this one occasion.

The participant from incident two (allowed to stay on site even after being told to leave) returned to our treatment area at approximately 2am on Sunday morning. The participant didn't push the bell and instead stood at the counter talking, our female staff member heard this and arose from the kitchen area to ask what he wanted, he stated he had a sore rib and asked for some neurophen. As our staff member turned her back and walked around the curtains into the treatment room, the participant (who had been asked to wait) quietly climbed over the table and chair we had in place to stop such an incident and began to follow her without her knowledge.

Unbeknown to the participant a male staff member was also awake and laying on a cot just out of sight in the treatment room, the male staff member watched in disbelief as the participant climbed into our cordoned off area and proceeded to follow our female staff member. Once the participant spotted the male staff member, he immediately climbed back out of the treatment area and stood behind the counter. This incident obviously caused great concern to our female staff member. Be it an honest misunderstanding or something more untoward, this incident lead us to close the doors to the garage and tell site security and the site manager that if required we could be reached via radio or simply by knocking on the door.

Conclusions

Medical related issues

Accidents are just that, accidents, the risk can be mitigated and the harm minimised but they still happen.

The Kiwiburn survival guide is a great document that clearly outlines the risks faced on the paddock, unfortunately the message just doesn't seem to be getting through and not only to the first time participants, many of our patients are veteran Kiwiburners who forgot to bring 'X'. In our opinion the guide needs greater emphasis on the Kiwiburn webpage and any other web based information source i.e. the Kiwiburn Facebook page. Participants who create Kiwiburn related pages i.e. Crew pages or Theme camp pages (on Facebook and other social media sites) that are open to the public should also be asked to post a link to the Survival guide on their page. The more a document is made available, the higher the chances are that it will be read.

Suggested changes to the survival guide. (A wordsmith may be required to make these messages more 'burner' appropriate)

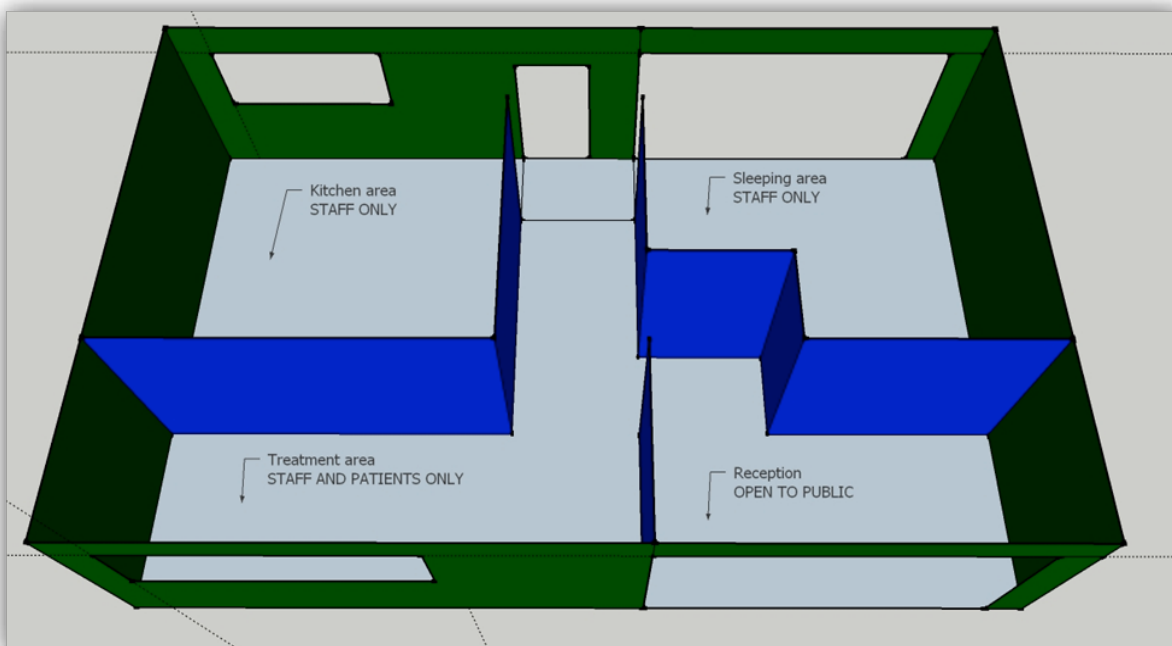
New Zealand has one of the highest rates of asthma in the world; visitors to the country may experience asthma like symptoms or have allergic reactions to pollens for the first time in their lives as a result. If you have a history of asthma or allergies to pollens please ensure you bring asthma and antihistamine medications with you.

The Paddock isn't like the Playa; although paddocks look 'clean and green' they contain animal excrement and associated parasites which can combine to infect wounds. If you arrive at Kiwiburn with small cuts on the hands or feet they should be covered to avoid possible infection. Once onsite, consider wearing something on your feet in order to lessen the chances of small cuts or abrasions.

Safety issues

Upon reflection we feel that incidents two and three described above could have been avoided by changing the way in which we deliver our service. If we are asked to return to Kiwiburn in 2013 and it remains at Whakamaru domain we will change the layout of the garage to better utilise the space. We will enlarge our curtained off area to include staff sleeping areas and we will base ourselves completely out of the garage (no tents out back). At midnight or sometime after depending on the staff at the time, we will close and lock all doors into the garage, medical assistance will still be immediately on hand either by using the doorbell (which we will install outside) or via radio (we will give security and the site manager one of our radios so that they can call for our assistance), doors will reopen at 8am. This approach received its 'trial by fire' on the Monday morning as a result of incident three and worked very well.

Figure one: proposed first aid post setup



It should be noted that the vast majority of patients we deal with from midnight to 8am are of a very basic nature i.e. plasters for small cuts received at some time earlier in the evening (dry wounds) or are they are just burners looking for someone nice to talk to. Of the serious incidents dealt with in these hours we have always been contacted by radio.

Event Management

As a result of some of the events at this and previous Kiwiburns we were approached by a number of Kiwiburn Executive committee members (ExCom) and asked if we had any ideas how the event management structure may be improved to provide a smoother and more stress free event

Given our experience in emergency management, we'd like to suggest that ExCom look at utilising a modified version of the Coordinated Incident Management system.

What is the Coordinated Incident Management System? (CIMS)

CIMS is a structure that is used by the emergency services to manage emergency incidents; it defines the rules for the multitude of organisations and agencies that can become involved in emergency incidents and focuses on where these organisations and agencies meet. CIMS consists of four key principles

- Common management structure
- Common terminology
- Inter organisational cooperation
- Incident Action planning.

CIMS in relation to Kiwiburn

Common management structure

'Agencies' and 'organisations' within Kiwiburn could equate to 'crews' and 'theme camps', each would need a simple management structure (think single point of contact and a site safety plan which most already provide).

Common terminology

Each year we are amazed at the different call signs and 'colourful' radio language used at Kiwiburn, much of which seems to be gleaned straight from American TV shows, normally it's not an issue but sometimes terminology can mean very different things to different groups. Take the term 10-9, it seems this was being used at Kiwiburn as an alternative for 'say again' which in turn is an alternative for 'please repeat', 10-9 is commonly used in New Zealand as an emergency 'call for help' by Police, Fire and Ambulance personnel and thus by security contractors, hearing 10-9 on a radio could lead to all sorts of things happening very quickly.... Using radio pronouns and keywords is fine but they should be New Zealand specific to avoid confusion.

Inter organisational cooperation

Theme camps helping theme camps, crews helping crews; this happens every day at Kiwiburn and is something the Emergency Services in New Zealand could learn from Burners!

Incident Action Plan

Meetings are great, but if you don't write down what you have discussed and agreed to then 2 hours later everyone has forgotten and now has a new 'twist' on what was decided.... Think complete waste of time... If you hold a meeting, write down decisions so you can refer to them later if required.

Four key components of CIMS

CIMS consists of four key components

- Control (Site Manager, the chief kahuna)
- Planning and Intelligence (Thinkers)
- Operations (Doers)
- Logistics (Getters)

Each role has a job to do, some pre event, some during the event and some post event, the one must have at all times is the Controller. (From this point on called the Site Manager)

Command and Control

It's important to understand that a controller (site manager) is across crews and theme camps (not within them), crews or theme camps have a 'single point of contact' person, this person is responsible for 'command' (leadership) within the crew/theme camp.

So how do we use Kiwiburn CIMS?

First the ExCom get together **pre event** and appoint four (or less) Site Managers. Site Managers are the 'buck stops here' person. They stay sober for the duration of their shift, they become the single point of contact for security, medics, police, fire, ambulance, external contractors etc. , they remain nameless (this is important as if they give their name and then go off shift, they don't want to be woken at 4am by a security guard with a question about the gate)

The role becomes the point of contact NOT the person, and what they say goes, it's not discussed and analysed and argued its gospel. The buck stops here.

Now giving someone that kind of responsibility is 'dangerous' (power corrupts and absolute power corrupts absolutely) so choose carefully and give them some really good 'guidelines' to work from (discuss and agree upon a 'procedures manual' (think a 'what do to if' manual), this can be decided upon and written pre event by the ExCom with wider community input via blogs etc.

Once you have your Site Managers and they have some good guidelines to work from then you can appoint some people to work with them, there are three further roles critical to Kiwiburn CIMS;

- Operations Manager – Chief doer!
- Planning and Intelligence Manager – Head thinker
- Logistics Manager – Go getter

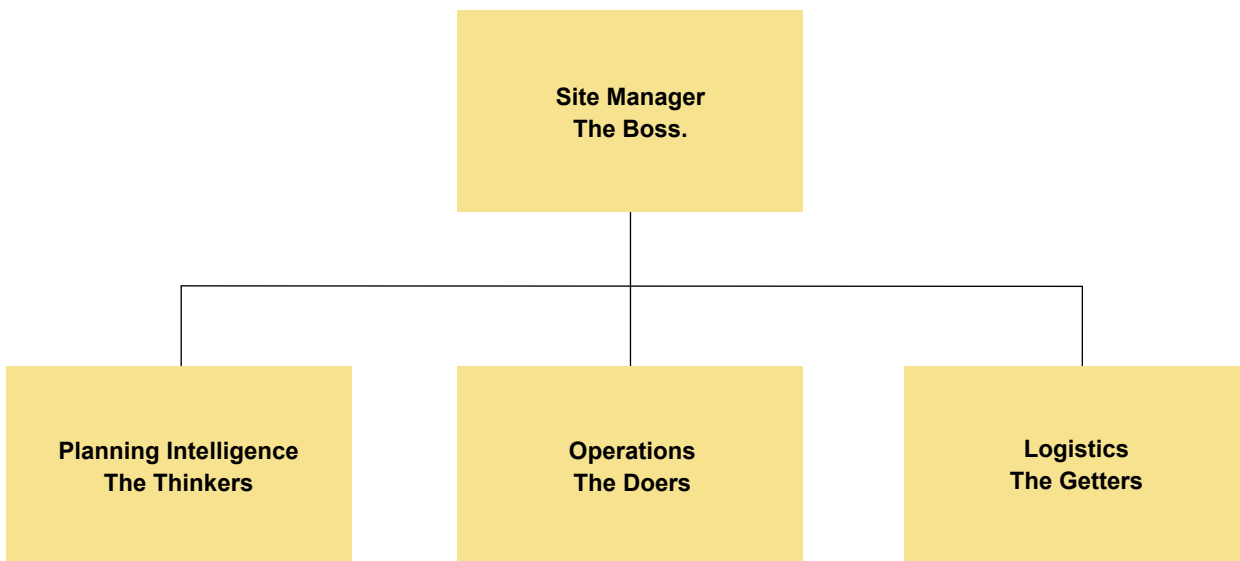
Each shift therefore consists of a Site Manager and **up to three** other persons (appointed as and when required but they know the limitations of their roles by the description of their roles, thinking doing, getting), but the true beauty with CIMS and thus Kiwiburn CIMS is that its modular, i.e. if there's no work for the Planning Intelligence manager (thinker) then you don't need one, if there's no Logistics work to be done then don't have a manager for it, but you always, always have a Site Manager.

How will this improve things at Kiwiburn?

Currently a Site Manager is appointed but do they truly have the final say? When contractors arrive or have questions that need answers, do they ask for a role or do they ask for a person? How often are decisions made by people who shouldn't be making them? If a participant is severely injured and there are questions that need to be asked regarding liability is the right person answering them? Kiwiburn CIMS would ensure the Site Manager is the right person for the job with the correct information at hand, making decisions based on a set of procedures that the community had agreed to pre event and The Site Manager would have a team of people to call upon to help who would all understand exactly what their role consisted of.

In essence Kiwiburn needs to concentrate its efforts on getting the first part right, a common management structure. Terminology can be addressed by using standard radio procedures, Incident Action Planning is no more complicated than writing down the outcomes of meetings and organisational cooperation is something burners could teach the emergency services!

Figure 2: Kiwiburn CIMS structure



Confused yet?

We are the first to admit that CIMS can be a little confusing based on first impressions; but in essence it's no more than a management team appointed pre event given a set of guidelines decided upon by the community pre event. On the day that person's word is final and no discussion is entered into. If a meeting is held to discuss a decision previously made then outcomes are written down and immediately distributed to the other Site Managers. Given a good set of guidelines written by the community pre event this should be a rare event.

If you are still confused, Kirsty and I are more than happy to come and talk to the ExCom about Kiwiburn CIMS and how it could work for you.

Personal reflections

Warning these are the reflections of a cynic, they will offend, feel free to disregard.

1. Radical inclusion is great, I like it but let's be honest, we don't allow paedophiles and we don't allow sex offenders (you banned one at this year's event) so why the hell should we let in Gang members and prospects with rap sheets for theft offences and domestic violence as long as their arm!
2. Current Gang members and Gang prospects should be banned. Tickets if sold to them should be revoked at the gate and attendance should be declined. Over the years you have been promised the earth by numerous locals 'they are good boys' 'they are misunderstood' 'they'll be good' 'we'll look after them' and each and every year they have mislead you and each and every year it's the Gang members and prospects that have caused all the issues. Listen to the Police, they know these people, they deal with them every day, if the Police say ban them then ban them!
3. Banned is banned, make a decision and stick with it! If you kick someone out they are gone, tough, get over it and move on, the needs of the many outweigh the needs of the few. It's a party remember!
4. Live by the sword, die by the sword. If you are stupid enough to deal drugs to gang members you deserve everything coming your way. Stop complaining and get over it. Oh and your banned because you broke Principle number 3!
5. Don't run away from your problems as they will most likely follow you. If you leave Whakamaru domain because of the actions of a few idiots, no matter where you go the idiots will find you. New Zealand has chapters of the Mongrel Mob and Black Power right throughout the country; the undesirable element will just follow you wherever you go.
6. Look overseas for ideas. I'm going to make a big assumption but I'd wager that Burning Man doesn't have issues with the Hell's Angels or the Bloods or the Crips (or any other US based gang)...I'm guessing 1) they wouldn't let them in, and 2) the large police presence would deter them anyway.
7. Whakamaru domain is eminently defensible, security can and has successfully kept the 'bad guys' out. The only time the defences don't work is when you (the participants) change your mind and tell security to let the 'bad guys' in.
8. Make the hard decisions pre event. The ExCom with wider community input (via blogs etc.) need to decide what to do about gang members, prospects and other undesirables pre event and then write down the decision as part of a procedures manual. That way on the day there is no discussion, it's written down; it is clear what should be done.
9. No plan ever survives first contact with the enemy's main strength.... Hold on I just told you to write a plan and now I'm telling you it won't work? No it will work it just needs to be flexible. Picking the right person for the role of Site Manager is critical. Sometimes events happen that are outside of any plan or procedure, that's when you need to know that the person 'in charge' will make cool, calm logical decisions based on the aims and objectives of the plan.
10. We are here to help. We like you guys, we enjoy the event, we 'get' you guys and we are more than happy to help out in any way we can. Yes we will continue to charge for the medical service we provide, we have large overheads and medical equipment and training aren't cheap BUT we will freely help you in any way we can once we are onsite (just like we do every year) and we will help with event management, training, policies and procedures etc. Pre event (free of charge, just cover our travel and accommodation if any).
11. Figure 3. See figure 3 below re suggested layout changes to improve security. In essence move the gate to the very front of the first paddock, leave greeters in situ and invest in 8 or so 500w flood lamps and extension cords in order to light up the Whakamaru road 'weak point' at night.
12. Gate v greeters. Gate is a default world function, they check your tickets, they allow or deny you entry and Greeters is a Kiwiburn function, you 'change' from default world to the real world of Kiwiburn. Keep the two separate and utilise gate as part of the overall safety and security function.
13. Pros and Cons of Whakamaru domain. It's easy to make the decision to move sites in the heat of the moment when you have just been dealing with the actions of a few idiots. But let's now take the opportunity to look at some of the Pros and Cons of the Whakamaru domain.

Pros	Cons
Free: The site is free of charge; actually you are almost paid to camp there by the Taupo District Council via their arts grant!	Local dickheads trying to get / getting in and ruining it for a small number of participants
Location: Central North Island, almost exactly equal distance from Auckland and Wellington	SLAM forcing space and usage restrictions upon the festival
The Lake: Private, calm, secluded, clean (within reason), safe swimming with easy access.	Farmer Phil refusing to turn off his electric fence units
The land area: Approximately 60 acres of flat open camping with a further 40 acres of hilly camping	Increasing cost of security because of the local dickheads
Water: Safe (debatable but fine if boiled) drinking water onsite via farmer Phil's irrigation system.	Farmer Phil getting pissy because some dickhead smashed his electric fence unit.
Security: The site is easily defended from idiots, if you think back the idiots have either gotten in before security arrived on site or you let them in against the advice of security and the police. Sorry but it's true.	
Toilets: Pre and post event you have access to toilets free of charge	
Power: Free use of power for the duration of the event (even if you get charged for this in the future it's still a very useful asset)	
The Green Shed: Useful pre event as a meeting room, communal kitchen, rest area for MPW and other pre event setup crews. Extremely useful during the event as a Medic base, meeting room.	
Relationships: You have a great relationship with the local Fire Brigade, Police and Ambulance Service; this is actually a rarity and something to be very proud of. I don't think you truly appreciate the value of this.	
District council support: Taupo District council are very supportive of the event and I don't think you truly understand how important this is. I seem to remember that when you were first looking for a north island site back in 2006 you had lots of issues with councils refusing you access to reserves.	
Rural Fire Support: You have a very supportive and understanding Principle Rural Fire Officer, again I don't think you truly appreciate how important this is. A PRFO could easily deny you fire permits thus stopping any and all burns.	

Given the few examples I can think of here, the Pros heavily outweigh the Cons. As I have previously stated, given clear and concise directions, Senjo can and have maintained site security and everyone has been able to enjoy the festival. Appoint competent Site Managers, give them clear procedures pre event, Listen to the advice of **the Police** and stay the line, the event will run smoothly and hassle free.

Regarding Phil and his fences; invest in some 'danger electric fence' signage, inform people at the gate as they first enter the site and the electric fence issue becomes a non-issue. If Phil gets pissy about access to the shed and the damage to his fence unit then tell him straight up that the shed is for the use of the medics and site managers and that it will be staffed and locked after hours. As for SLAM, let them play their games, the loss of the Dirt bike tracks didn't deter from this year's event and in fact I heard a lot of people saying how nice a more compact event was this year.

Lastly, I've been reading the forums and 100% of posts are positive! People LOVE Kiwiburn! They had a hell of a time! They want to go back! Don't let the actions of some plonkers ruin the event for you! **Make the hard decisions now** so when you get to the event next year there's no discussion, decisions made, bye bye plonkers, hello party!

Figure 3: Suggested layout changes to improve site security.



So why listen to anything we say?

Paul has been involved with Emergency Management for over 20 years; he has worked in Event Medical support since 1996 and has spent 10 years in the ambulance service as a Paramedic working in the Manawatu and Auckland regions (Otago). Paul is currently employed as an Emergency Management Officer and Rural Fire Officer for Horizons regional council. Paul has organised and managed in excess of 10 major rescue exercises some involving over 140 rescue personnel and 100 'patients', all volunteers, all working in unsafe environments at night and all very open to the public.

Kirsty has been involved in Emergency Management for the past 8 years; she has been an active member in a number of light urban search and rescue teams and is a senior fire fighter with the Rangitikei Rural Fire Authority

Both Paul and Kirsty have worked in numerous emergency situations ranging from flood events, to Tornadoes and most recently the Christchurch earthquake.

Oh and we've now stayed sober for 6 Kiwiburns and seen pretty much everything that's gone down at each and every one ;o)

APPENDIX 2:

Kiwiburn 2012 Security Review by Jez Weston, March 2012

Recommendations

1. All violent troublemakers were identified by the Police or Senjo security staff in advance or at the gate. If we had followed their advice and excluded those people, we would have had a Kiwiburn free of violence and injury. We should follow the advice of people with experience.
2. We should have a black list of people who, through their behaviour, have excluded themselves from the Kiwiburn community.
3. All violent troublemakers may have entered on local tickets bought at the gate. We should consider whether we want to continue reduced ticket prices for locals and gate sales.
4. We should make the right decisions at the right times. The Kiwiburn community and organisation needs to discuss what standards of behaviour are acceptable at Kiwiburn. This discussion should take place months in advance and the results of that discussion should be embodied as clear policies which are then followed during the event. That discussion not be revisited during the event, at 3 am when people are tired, inebriated, and scared.
5. We should trust the Site Manager to do the Site Manager's job. The Site Manager should be guided by clear procedures, decided before the event, and a good understanding of Kiwiburn's legal rights and duties. We should engage people with professional experience to train Site Managers or to be Site Managers.
6. If we feel we need to evict a person from the site, we should evict that person from the site. In the two occasions where a troublemaker was allowed to stay on site, further problems arose because we allowed that person to stay on site.
7. We should do a better job of learning from our experiences, through training together, mentoring volunteers, writing checklists for organisers, and writing down tried and tested procedures.

Introduction

Overall, Kiwiburn was a safe event. However, there were two violent incidents resulting in significant injury, one incident of property damage and threatening behaviour, and one incident of sexual harassment. Our response to three of those incidents could have been better. Hence I discussed and reviewed how Kiwiburn handled security with the medics, Senjo security staff, Mangakino Police, several Site Managers (Bruce, Hana, Hippie, Karl, Kiwi, Lumos, Niki), and several camp managers and Kiwiburn attendees. I also requested input from all attendees via the forums. The description of incidents presented here are a summary of those discussions; the recommendations represent repeated themes from those discussions.

Incidents

Prior to the start of the event, local Police met organisers on site to discuss security issues. Police expressed concern that the gate was inside the top paddock, rather than close to the road.

Thursday

Several people without wrist-bands were removed from site during the day and night. One group of three prospects/wannabes repeatedly tried to enter the site by a variety of routes and were turned away by Senjo staff.

A fight occurred in the night that resulted in a broken arm and lacerations. One local male participant with gang connections (Y) fought with three other male participants (W, K, V) with gang connections. At the gate, Security questioned the wisdom of selling tickets to W, K, & V; Kiwiburn organisers decided to sell them tickets and allow them to attend. One of the troublemakers may have been involved in the fight at the Codger camp in 2010. During the fight, Y drew a knife, W broke Y's arm using a piece of bamboo, and Y was wounded (possibly by a bottle) deeply enough to cause arterial bleeding. Security and Excom members stopped the fight and called the Police. Y received medical treatment; the other three left the site. Four Police arrived, took statements from all, and confiscated the knife from Y's partner P. Y remained on site during the night.

A male participant (R) made several female participants at Illuminati and other camps feel harassed and unsafe during Thursday night. He did not change his behaviour despite being clearly told that his behaviour was unacceptable. For instance, he entered the DJ booth when a female DJ was playing and refused to leave, eventually having to be ejected by several male camp members. The next day, his behaviour was reported to the site manager, who had received several other complaints about his unwelcome behaviour along with reports of similar behaviour at numerous other events. The Site Manager decided to evict him, he packed up his camp and left.

Friday

After a meeting between Police, Excom & DPW members about the fight during Thursday night, Y and five other participants were banned from the site. Y left the site. One person with gang connections was allowed to stay as he had not been involved in the fighting.

A very inebriated male attendee was considered for eviction due non-threatening but intrusive behaviour. He was not evicted.

Saturday

One kayak went missing from the lakefront. A long search revealed no sign of the kayak, with the risk that someone was in trouble or had drowned. During discussions on how to respond (including potentially calling out a Search And Rescue team), the kayak and occupants returned.

One teenaged male without a ticket was found by an Excom member. He requested the chance to buy a ticket and was taken to the Depot.

A fight at Balrog's occurred at Balrog's between two participants (O, C). Both participants knew each other, were camping together, and had entered the event that evening as gate sales. Their behaviour before the fight was drunken and obnoxious and requests from camp members to them to moderate their behaviour were met with abuse. One of the troublemakers may have been trying to steal equipment from Balrog's when the fight occurred. O was hit on the head with a bottle by C, resulting in O requiring stitches. Neither O nor C were removed from the site. C remained at their campsite for the night, O was asked to remain at their campsite but left several times, resulting in a great deal of effort required by security and organisers to track down an inebriated and violent troublemaker.

Sunday

At 8 am, a woman and child were cruising around the site in a car. The child had a wristband, the woman did not. They were asked to leave the site and, after abusing the Site Manager, they did.

Fifteen people from a walking club were found in the bottom paddock. The event was explained to them and they moved on.

During the night, one participant (B) entered the Pony Club shed, suddenly became agitated, and violently damaged property belonging to another user of the site (Issue 2 in the Medic's report). He was told to leave the event by Kiwiburn organisers but requested that he be allowed to stay due to having a partner and infant. After discussion he was allowed to stay after promising to remain in his campsite. Later that night he left his camp and behaved threateningly to a lone female medic, backing off only when a male medic was present (Issue 3 in the Medic's report). He left the next day, leaving broken glass at his site and MOOP left high in the trees.

After the event

Another kayak went missing from the lakefront. Also missing, presumed stolen, were a mixer/pre-amp from one camp and an iPod from another.

What are we doing right

Overall, Kiwiburn was a safe event for almost all attendees. Police and security staff consider Kiwiburn to be a low risk event and, given that over five hundred people attended over five days, to have only four incidents is reassuring. In general, the organisers and community worked well with the local community and we are well thought of in the region, with numerous people requesting that we return. Of particular note was how participants behaved towards security staff and professionals – the vast majority of participants were friendly, welcoming, and supportive.

Collectively, we do a good job of identifying risks and risky people. However, we do not always act upon that knowledge.

What we can do better

Kiwiburn aims to be an inclusive event, open to all. This inevitably means that we will be giving people enough rope and then responding to the (very small) number of people who make themselves unwelcome. Thus we are running a complaint-driven processes, so we need to set in place the ability to respond decisively when incidents inevitably occur. We should also attempt to pre-empt trouble, when we have the expectation that it will occur.

The following suggestions were made by many of the people that I talked with as part of this review:

1) Refusing entry to known troublemakers

Every person involved in violence at the event was known or suspected by Police and Senjo staff. Senjo queried Kiwiburn organisers at the gate about the wisdom of letting them attend; we made a decision to let them attend and consequently had to deal with the results.

2) Refusing ticket sales to known troublemakers

One of the Burning Man principles is the idea of a radically inclusive event. Another principle is civic responsibility – the value of civil society. Most of the people we attempted to evict are known to cause social problems, either by the local community or by the wider Kiwiburn community. Several have substantial criminal records. The Police are willing to provide us with the names of people that have been involved in these incidents and people who present a clear risk. Other troublemakers have track records of causing repeated problems at festivals and other events, their names are available to the organisers.

Kiwiburn should have a black list, of people to whom we will not sell tickets and, if those people obtain tickets, they will be refused entry (and reimbursed). This would require clear criteria for how people get themselves onto the black list (and potentially off). Implementing this will require input from Gate staff about the practicalities of making this work – at a minimum, it would require photo IDs to be presented by entrants at the Gate.

3) Consider changing local prices and gate tickets

Many of the troublemakers involved in violence entered on local tickets, several others bought tickets at the gate. Disallowing gate sales and removing local ticket discounts has been suggested as one way to avoid the problems that these people cause. Increasing the difficulty or cost for people to come and go from the event would reduce the load on gate staff and draw attendees more fully into the community.

4) Making decisions on site versus deciding in advance

Organisers should be able to act decisively in response to problems on site. Our difficulties in doing so meant that straightforward problems became overwhelming, causing a great deal of stress and consuming a great deal of time and energy for organisers, resulting in poor decisions being made on site and poorly communicated to other organisers and security staff.

There is a time and a place for discussions about what behaviour is or is not acceptable during the event. That time is several months in advance of the event, not late at night, after an incident has occurred, with many stressed people attempting to contribute. The Kiwiburn organisers and community should discuss and decide upon clear policies about, for example, what behaviour will result in eviction from the site or how to respond to people with gang paraphernalia requesting to buy tickets at the Gate. These policies should be presented as clear guidelines to inform the decisions of Site Managers and security staff.

Several people with experience in event management and security have offered to help inform these discussions and set these guidelines. This would also enable organisers to clarify and understand what we can practically and legally do in response to incidents, for example our rights and duties to people we are evicting.

5) Trusting and authorising Site Managers to act for the community

Whoever is Site Manager should be given the authority to make decisions on site during their shift. There needs to be a clear chain of responsibility and decision-making, so that we can all respond decisively. On-site decision-making should follow guidelines set in advance, but ultimately one person should be responsible for deciding and co-ordinating our responses and acting as a single point of contact with external groups. Decisions made by the Site Manager should be written down and clearly communicated across the event. The decisions of the Site Manager should be respected, because the buck has to stop somewhere.

Again, several people with substantial experience in event management and security have offered training for volunteers and to be involved themselves in site management. Given the responsibility of the Site Manager role, we should welcome and take up these offers, to build up a group of potential Site Managers who know and trust each other.

6) Evictions – making eviction mean eviction

Every person who we failed to evict went on to cause more trouble later that night. If someone has behaved badly enough that organisers decide that a person should be evicted, then that person should be evicted.

If a troublemaker is a threat to themselves (for instance, by being intoxicated and making foolish decisions), then they are a threat to themselves whether they are at the event or elsewhere. However, if they remain at the event then they are a threat to others as well.

Kiwiburn, as occupiers of the site, has the legal right to remove anyone for any reason. We should have clear criteria for what behaviour will result in eviction, to remove the need for discussion on site and to provide clear guidance for the Site Manager, whose should have sole responsibility for deciding to evict an attendee.

Once someone is put out of the door of our event, then our legal responsibility to them ends. However, we still have a moral and practical responsibility to troublemakers. Attempting to deal with that responsibility resulted in allowing troublemakers to stay on site, due to troublemakers being too inebriated to drive themselves home and/or having young dependents. If someone has behaved badly enough to need eviction, then we should place the ball in their court, by offering them the choice of a) getting themselves home, b) getting their friends to take them home, or c) contacting the Police to take them away. The option to remain on site should not be offered.

(Several people discussed the idea of a drunk tank – We are not legally allowed to restrain someone unless they have committed an arrestable offense and the Police have been called, so a drunk tank looks to be unworkable.)

7) Learning from our experiences – sharing that learning

We have many people who have been involved in running Kiwiburn for several years and have a good idea of what works, what doesn't, and what steps we need to take to ensure the smooth running of the event. We do not always do a good job of passing on that experience and we have repeated several mistakes from previous years. For instance, we learnt in 2010 that Gate and Greeters should be clearly separated, with good lighting at the Gate. We learnt in 2009 that radios need good management and clear protocols for use. We learnt in 2008 that the decisions of Site Managers should be written down and that there should be a clear and deliberate hand-over at the end of a shift from one Site Manager to the next.

Suggestions to improve this situation are:

- a) Group training for all future Site Managers which involves past Site Managers.
- b) Mentoring of volunteers on their first shift by more experienced volunteers.
- c) Checklists for organisers covering what needs to be done at what stage in organising the event, for example confirming with Senjo about what we need and expect from them.
- d) Written procedures for how to respond to incidents, informed by what has or has not worked in the past.