

AFTERBURN REPORT 2017

WHAT HAPPENED ON THE Paddock



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I. A WORD FROM OUR FOUNDER by Mark Stirling AKA Yonderman

Welcome to the 2017 Afterburn report!

Kiwiburn has now had year number 14 – what an amazing achievement! Over 1600 Kiwiburners descended on Hunterville to take part in New Zealand's premier participatory event. The at theme was "The Robots are Coming", which was well embraced by the diversity of art, and Theme Camps at the event.

An artistic highlight was arguably The Giant Weta, which graced the top paddock after making it back in time from Burning Man 2016. This year the Forest was used art, with no camping allowed, which created a beautiful space for all.

Again, the weather was perfect for the event, with a large number of Kiwiburners enjoying the river during the day, a real treat when compared with life in Black Rock City for those eight hot 'n dusty days in August-September.

As is usual I give thanks to the ExCom, and the many volunteers, artists, Theme Camp organisers and more who made Kiwiburn a big success in 2017. Wendy stepped down from the Chairperson role this year, and deserves major thanks for her huge contributions over the last few years. Thanks also to Ben for stepping up as the new Chair. From what I have seen Kiwiburn is again in great hands.

I also wanted to give special acknowledgement to two wonderful folk. First is Shelley, who again put a large amount of hard work, passion and talent into Kiwiburn this year. I was so pleased to see her represent Kiwiburn at the Global Leadership Conference this year in Oakland, California. Second is Hippy for his large contributions as a fellow Regional Contact (and more) over the last half decade or more. Hippy stepped down from the role earlier in the year to focus on other things in life.

Please take time to read this Kiwiburn Afterburn report. A stellar record of a stellar effort from stellar people.

II. ORGANISATION / OPERATIONS

a) Organisation by Wendy Allison

This is my final Afterburn as Chair of the ExCom, and I'd like to take the opportunity to welcome our new Chair, Ben Curran, to the hot seat, and wish him well for his stint as Big Nob. He has a wealth of Kiwiburn experience so knows exactly what he's letting himself in for, and I'm confident he'll do a fantastic job in the coming years.

This year has been a transitional year for Kiwiburn. When last I wrote an Afterburn report, I spoke of building our volunteer base and developing process documentation so that people coming into new roles would feel supported and confident of fulfilling their duties. This arose due to a number of factors the event was facing – the exodus of a significant number of Operations volunteers, a review of our processes by Worksafe following the accident last year, and the intention of several key ExCom members to step down after the 2017 event. All of this added up to a big chunk of background effort needed to keep this crazy boat afloat!

I'm pleased to say that we got through all of this relatively unscathed. While making several useful recommendations which we have since adopted, Worksafe were on the whole impressed with our documentation and processes. A wonderful volunteer updated our Health and Safety plan. A volunteer drive in August filled all of the key positions, and a survey in May by the inimitable Kathy Guidi revealed several areas we could work on to help volunteers enjoy their roles and want to stay. Two areas where I'm very pleased with our development are the implementation of a forum for Team Leads so that day-to-day discussion and decision-making can be decentralised from the ExCom, and the development of two new roles – Volunteer Engagement to show some appreciation for the people who make Kiwiburn happen, and Community Liaison to help make sure important decisions include the voices of the community they serve.

As you can see, much of our focus this last year has been on making sure there are enough people willing and able to make Kiwiburn happen. As a not-for-profit, volunteer organisation this is an ongoing challenge, but I'm confident we've taken some valuable steps towards a sustainable volunteer structure. The three Officers of the ExCom are all new, bringing another injection of new blood, and with it new ideas and new enthusiasm. I'm excited to see what they will bring to the future of Kiwiburn.

Speaking of volunteers, and the future, it's traditional for the Chair to write a Future Vision piece as part of their Afterburn. I'm on my way out so it makes sense for this to be done by the incoming Chair.

b) Operations by Poppy Norman

The 2017 Operations Team consisted of Poppy Norman, Jeanne Dear and Fletcher Handscomb. For the first time ever the Operations Team had adequate numbers thanks to JD and Fletch joining the Team as 2ICs. This was also the first time that the Operations Manager role was done by someone with no other roles. This meant that most things could be dealt with proactively rather reactively.

During build the Ops team held daily morning meetings with the build Leads to discuss the day's schedule, weather, trips to town, resource sharing (i.e. ute use, all-hands tasks), and troubleshooting. These meetings ensured that we were all checking in regularly and we found them very valuable. The Team would also check in with all departments throughout the day to ensure things were running smoothly and deal with any issues that had arisen since the meeting.

Once the event started our focus shifted to the day-to-day Operations of the event. The nature of the event meant that things mostly had to be done reactively and the Ops team had to be ready to deal with whatever came up.

The Operations Team did not have a set roster but regularly communicated which each other to ensure one of us was always able to respond if and when needed. Unfortunately, we weren't so great at taking notes on what we got up to – this is a problem that needs to be dealt with in the coming year.

Although there are some things that need to be done better overall the 2017 Operations Team was a great success.

Recommendations/Improvements for Next Year:

- Continue to recruit more people to the Team so knowledge and experience can be passed on
- Develop better note taking procedures
- Develop better task delegation procedures
- Continue to develop systems to enable Operations to better communicate with Team Leads
- Hold daily meetings with all departments during the event.

c) Administration by Nicola Treloar

This year was another big year for Kiwiburn, with another sell-out event!

To support this, we've been looking at a number of administrative changes: One of the main things we've been looking at is improving our insurance cover. We're hoping to be in a position to get full cancellation insurance, but unfortunately that had to be delayed for a year as our insurance is still high from recent claims. Hopefully this is something we can offer in the near future, as we've all learned from Seed that cancellations can and do happen due to weather, and as it'll provide us with more options for ticketing vendors. In addition to insurance we've also kicked off another public Google Group that supports Team Leads to discuss and collaborate. This has been a great help in getting the Teams together to share resources and ideas before we get on the Paddock.

We've had a lot of changes to the Admin Team yet again. One thing Kiwiburn could consider is getting those in Admin roles together to talk about their role, what they think they can offer, and how they think the Team should be structured. Admin is full of awesome people who contribute in specific ways, but it's never really felt like a 'team'. I think there's a lot of potential for the Admin volunteers to play a bigger role in how Kiwiburn grows, and to give people the opportunity to step from Admin into ExCom roles.

On the general Secretarial side of things, the ExCom has completed land negotiations to secure use of the Hunterville site for another three years. We have a fantastic relationship with the landowners, but any negotiation requires a lot of work and we're really happy we were able to agree to terms for another three years in our happy home. We also managed to have a scheduled break from ExCom work in the middle of the year!!!

We also saw a number of ExCom members stepping down this year, including all three officer roles: Chair, Secretary, and Treasurer, and two other ExCom members. Transition is always a bit nerve-wracking as we look to new people to take on the heavy workload, but we're thrilled with the new faces who have stepped up. Getting enough volunteers to learn the roles and feel comfortable stepping in to these roles should be a constant focus of the organisation so we can avoid volunteer burnout. I think we have a great team in place to help grow Kiwiburn, and really appreciate Geveta stepping up to take on the new Secretary role!

Recommendations/Improvements for Next Year:

- Get the Admin team together to reform the team and consider how to grow their role
- Keep focusing on volunteers! Need to provide opportunities to step up/take on more responsibility
- Try to get cancellation insurance (budget depending).

III. FINANCIALS by Brendan Stafford

2017 was a chaotic year for the Finance Team with a lot of uncertainty in the months leading up to the event. This year also felt like a transitional phase as we adjust to the continuing growth of the festival. With these difficulties, the success of the event was largely thanks to the adaptability of all of our volunteers and our vendors. We have also grown the Finance Team and made a good start on smoothing out processes for next year.

The organisation remains financially healthy. As usual, we will be spending any surplus on capital items. We may end up with a negligible cash surplus, or may slightly reduce the \$50k bank balance that we had retained from the end of last year.

In previous years the Financials section of the Afterburn report wasn't written until the draft financial reports were (at least almost) complete. With the increasing size and complexity of the festival it is taking longer to complete the bookkeeping. This year we've taken a different approach and written this section earlier in the process so that the Afterburn report wouldn't be delayed. As a result, there are less confirmed figures available at the time of writing. Many of the numbers quoted here are provisional and will be subject to change as various details are confirmed.

The following is a brief summary or overview only. If you're interested in further detail on any of these matters please refer to the discussions on the ExCom google group ("kiwiburnExComLIVE").

As always, we endeavour to have the full financial report completed in late May for approval at the Kiwiburn AGM (keep an eye on the Electric Fencepost for details). The financials will then be published via <http://www.societies.govt.nz/cms/incorporated-societies>. Please refer to the full financial report for confirmed details of what happened with the money this year.

General Background

Many significant costs could not be confirmed until very late in the year. These costs included insurance, the use of the land, and work on the trees (among other expenses). We needed to take a very conservative approach when budgeting and set aside some large contingencies. It's now beginning to look like we've spent less than we had anticipated in some key areas and may be able to reinstate some of the budget items from this year's wish list.

The late recruitment drive and several other factors (such as our ticketing vendor and insurance) falling into place at the last possible moment also created challenges. The current Finance Team was thrown together just as the spending season was already getting started. There were several new operational roles so delineation of some responsibilities hadn't been finalized in the lead up to the event (both with the Finance Team and in terms of budget responsibilities). Furthermore, I wasn't as available for Treasurer duties as I would have liked due to personal circumstances often having a significant impact at key times.

These challenges meant that we weren't able to contact stakeholders early to confirm processes and set expectations. This has caused some difficulty and frustration with budget tracking and timely payments and had increased work for the Finance Team to reconcile receipts and balance the books. While things haven't been as smooth as we would have liked this year the challenges weren't insurmountable and the festival was a great success. We have tested new processes (including the automation software Receipt Bank) in an effort to speed things up and reduce workload, and have learned a lot from this that should help to make next year easier.

Ticket Sales

Demand for tickets continues to exceed the population that the event (i.e. the number of volunteers) could support. Growth was carefully managed at around 10% this year (ticket sales capped at 1,600.00). This has also allowed us to simplify ticket pricing (as discussed in last year's Afterburn report).

Ticket Pricing

Tickets were sold at a flat price of \$170.00 plus booking fee.

Crew onsite for seven consecutive days or more have traditionally been eligible for the lowest (tier one) ticket price. To continue to acknowledge the contribution of those working on site for at least a week in the build up to the event, crew were offered tickets at a reduced price of \$95.00.

This was the first year that Kiwiburn has sold child tickets, and these were offered at no cost for children under the age of 16. In total 209 child tickets were sold via the cosmic website (11.4% of all tickets sold).

Ticket Price	Cosmic Online	Cosmic Physical Tickets	On Site	Total Adult Tickets Sold	%
\$170.00	1528*	78	3	1609	98.4%
Crew tickets \$95.00	-	-	26	26	1.6%
Total				1635	100%

* At the time of writing we are still confirming the result of a glitch in the website sales. The total sales listed here may be slightly too low and may be adjusted by up to 22 tickets (at most) once the total is confirmed.

The first release of 1,300 tickets in October took around two weeks to completely sell out. The second release (300 tickets less 39 reserved tickets) sold within minutes. A website problem caused a small number of over-sales (less than 20). There were also difficulties with the system for reserved and crew tickets resulting in a small number of over-sales.

The problems with the Cosmic website last year prompted us to investigate other options for our ticketing vendor. These included a very promising option that fell through at the last minute for technical reasons. We will continue to work on this and thank Cosmic for their continued support this year.

This year we have decided to introduce a formal system for reserved tickets. Tickets could be reserved (at full price) for registered Theme Camps and Kiwiburn crew. We will continue to refine the process for administering these tickets.

Year	Attendance	Growth
2007	145	n/a
2008	182	25%
2009	250	37%
2010	405	80%
2011	530	17%
2012	536	0%
2013	754	41%
2014	783	4%
2015	954	21%
2016	1485	64%
2017	1635	10%

The above table includes a couple of corrections to the growth percentages shown in last year's Afterburn report. Income and expenditure per participant are still to be confirmed at the time of writing.

Revenue and Cash Movement

Revenue is expected to be close to \$285,000.00 for the year (increased by about \$78,000.00 on last year). Net cash movement is still being confirmed but we're hopeful of a small cash surplus and any cash deficit should be easily absorbed.

Again, at the time of writing and the end of the tax year, various costs are yet to be paid and will appear on the books for next year (for example, some of the Summit related costs). We also need to retain enough cash to cover provisional tax payments due before next year's event.

Spending

As the festival grows our costs continue to increase (not always in proportion to the population). Significant examples include our insurance premium (after our first serious harm incident last year), the cost for the use of land (although we now have much more land to work with), and an increase to the Temple and Effigy budgets for the first time in several years. Budgets for most departments received small increases. Proportionally the most significant were increases to the smaller budget lines such as paddock lighting, parking, and site survey.

We are continuing to invest in capital items such as structures, shipping containers (to store all our on-site gear year-round, including the packed down structures), and laptops for the Site Office and admin work year-round.

This year we began an initiative to provide a grant or honoraria payment to recognise key volunteers. We started with an expense claim to cover some of the costs that Poppy has incurred as a key volunteer over several years. This is another area that the ExCom will continue to discuss and develop.

As a result of our duty-holder review of the tree-fall incident last year, we had committed to work that would make the forest much safer. A professional arborist report was

commissioned relatively late in the year and work continued right up to the event. This cost was difficult to forecast in advance so we were obliged to set aside a large contingency to be sure that we wouldn't run out of cash. Fortunately, the cost seems to be well within the amount that we had set aside.

Ice Sales

This year we were lucky to be introduced to a local ice supplier (rather than having to buy retail from service stations and supermarkets). This worked out well with a reliable supply of ice delivered to the site and a much better refrigerated trailer for storage during the event. The Depot also introduced a more robust cash reconciliation process which will continue to be refined next year.

In total 1,132 bags of ice were sold to participants for a total revenue of \$5,650.00. Total costs (including the trailer hire and cost of ice used by crew) came to \$5,693.00. Allowing for the cost of ice used by crew this should result in a small surplus over-all.

Art Grants

Kiwiburn budgeted \$25,000.00 in art grants this year. This included \$7,500.00 each for the Effigy and Temple. Art grants (including the community art project) and the innovation grant made up the remainder. The financial administration of the grants was organised by Laura, who worked with the KAC and in particular Rohana Weaver, using established processes. The reimbursement process has gone smoothly as a result of this collaboration. It's always great to see the art on the Paddock (both large and smaller projects).

Team Roles

This is my (Brendan's) last year as Treasurer, finishing 31 March 2017. I will do my best to be available to hand-over and support my successor but am leaving New Zealand in July.

Laura has continued as our Accountant this year. Thank you for your ongoing toil to keep Kiwiburn running successfully and for expressing interest in taking on the Treasurer role for next year.

This year the Finance Team grew by adopting the Purchasing Manger role (previously part of the Admin Team) and by recruiting for several new positions. We welcomed to the team:

- Ben (Vendor Bender), Vendor Liaison
- Hana, Purchasing Manager (on site)
- Chris, Administration
- Gemma, Project work

Thank you to our new team members for both your efforts this year and for your flexibility as we establish the new team and processes.

I would also like to thank Karl and Kathy, who were both included on the mailing list to help keep an eye on things. Our semi-formal mentors were able to take a very passive role this year, only occasionally chipping in with comments or suggestions (which were still much appreciated).

Recommendations / Improvements for next year:

I will also write an Outgoing Treasurer's Report to the ExCom with more information about some of the below recommendations. This will be published via the ExCom Google Group.

- Tighten up ATM/Debit card use so that cards are only used by the individual that they are issued to (who would also be a signatory to the appropriate account)
- Decide on a longer term (three-five year) financial strategy. For example, I recommend saving to have a year's revenue in the bank for financial security
- Continue to grow the Team by recruiting at least one more team member (at minimum maintaining the current head count)
- Communicate clear expectations to everyone involved in spending around receipts for compliance (for example, requirements for compliant GST receipts)
- Change banking services to Kiwibank (once office holders have been updated on the societies office website). This would also help to resolve ATM card and legacy signatory issues
- Continue to explore ticketing vendor options
- Continue to improve procedures and tools (budget tracking, bank account access). E.g. discontinue both Receipt Bank and budget tracking spreadsheets in favour of near-real-time processing and budget tracking through Xero
- Publish (or continue to publish) full formal financial reports
- Be more specific early on in communicating the booking fee associated with ticket sales to participants
- Investigate alternatives to crew ticket sales (e.g.. reimbursing travel expenses)
- Continue to refine the process for reserved tickets.

IV. ART

a) Art and Art Grants Programme by Rohana Weaver

Crew Performance

Overall the KAC Committee worked effectively together this year. This was helped immensely by the opportunity for us to have our own 'summit' in Wellington to decide on art grant funding applications face to face. This process also allowed us to bond as a team and helped us feel more appreciated in our roles.

We allocated not only the Small and Large Art Grant and the \$2000.00 grant, but also the Innovation Grant for the first time. There was not a suitable application in time for CAP so this was not allocated. Many of the grantees withdrew their applications after funding had been allocated to them for various reasons which led to less art on the Paddock (especially large art) overall. The team voted to reallocate this funding where possible to support the artists following through with their projects.

We worked with the Finance Team during the allocation of funds and the prefunding contracts and received valuable advice on improvements in this area for future grant applications.

The Team were more focused on Health & Safety components of applications, as well as other requirements of projects and communicated these to Ops, Health & Safety, Town Planner and ExCom. This was a large improvement on last year. This was partly because of Team Leads Google Group allowing the connections to the right people, and partly as a response to our goals from last year in regards to areas we can improve on. The addition of Artist Liaison role helped with this. These improvements required a much higher admin load on the Team Lead but lead to a much more cohesive and supportive grant process for applicants and Ops.

We welcomed two new team members this year – Eryn (Artery Lead) and Max, and saw two long serving members depart: Tim and Leo.

We have started discussions in regards to more new members and a change in KAC role so that we can work together with ARTery to have more presence and duties on site, as this may help promote grants and help staff and promote ARTery. We would like to support Artery more as the public face of grants and art on the Paddock. This will involve committee members taking on specific duties and roles on site.

Resources

My experience as a manager this year was greatly improved by being able to have a face to face summit to decide on voting. I did struggle with admin duties at times as when my own life got hectic it seemed others' lives were as well and the team were not able to help with admin at the time.

Having Wendy offer volunteer help was greatly appreciated but in the end, it turned out the jobs that needed doing had to be done by KAC members (contracts). I am looking into a better system for distribution of duties and access to online resources. I feel that this issue was compounded by the fact that experienced members left the Team this year, and I ended up picking up their allocated roles.

I am hopeful that a more accessible admin system (i.e. Kiwiburn ownership of a Google account for docs) will help improve this as well as allocation of specific roles to spread the workload. Loomio continues to work (mostly) very well for us as a communication platform.

We received lots of support from Finance Team, Media Team, Website Team, Ops and Team leads when we needed it, though it was hard to get communication from Health & Safety. One of the gaps we have identified in this is a specific Health & Safety guideline for

gas fire art at KB. Although the idea of making a specific guideline was identified, nothing has come of it. I feel this is an area Kiwiburn needs to work on together as an organisational group.

The biggest change from last year was the KAC summit. This made the whole grant allocation process easier, more fun and made communication flow better. It gave us the opportunity to bond as a team and meet everyone and in turn we all felt more valued and appreciated in our roles. I would like to make this summit a regular thing!

I feel it would be good to have an art representative on the ExCom to enable inclusion of art considerations in the decision-making process.

Budget Analysis

We spent \$1000.00 on the KAC Summit, this was due to most of the Committee being situated in Wellington and getting cheap venue hire. The Committee is slightly more spread out this year so this cost may go up a little.

We initially allocated \$9,375.00 in large, small and \$2,000.00 grant.

With the withdrawals, we ended up allocating \$7,275.00 to artists

We also granted \$800.00 for the Innovation Grant.

We did not allocate the CAP (\$800.00) this year.

So, that is a total of **\$8,075.00** in allocated art grants for 2017.

Recommendations/Improvements for next year

- Improve publicity of CAP and innovation grants
- Allocate decisive and specific duties within KAC to spread workload
- Keep KAC Summit
- Work with ARTery to have on site duties, role and presence/promote KAC
- New members
- Specific Health & Safety protocols for gas fire art
- Art representative on ExCom making it easier to liaise with other Team Leads
- Make KAC docs more accessible through Google account for KAC
- KAC swag allowance.

b) The Effigy by Ben Curran

The Effigy build went well this year, despite the plans being somewhat grandiose. There were a number of factors making the building of this year's Effigy possible.

There was an increase in budget to \$7,500.00 up from \$5000.00 in previous years. Despite the increase, the project still went a small amount over budget. For any sizeable structure in the future, \$7,500.00 is going to be a minimum budget, for a couple of reasons. If anything, given the rise in Kiwiburn's numbers over recent (and coming) years, further increases in budget should be explored.

This year's Effigy would not have been possible without the use Auckland Burners workshop. Given that there was nothing left in the budget, Auckland Burners received no compensation for the use of space and equipment. The Auckland Burners space is an incredibly useful and generous space. Any support that can be given in the future should be examined.

For the lifting of the torso, heavy lifting machinery was brought in. The cost for this was entirely reasonable, but it's not cheap. Given the professionalism of the operator, the

improvement in safety was worth every penny. In the future, any build over six or seven metres should have budget reserved for heavy lifting machinery.

Another decent portion of the budget was taken from by shipping. The nature of this year's structure meant that doing all construction on site with a 10 person build crew would have been impossible. Or at least incredibly difficult.

As with any build, the crew are the most important part. This year we had an awesome crew, some of whom weren't on the Paddock for the build. There were a number of people who put in significant hours in Auckland in December who were not able to make it to the Paddock for the build. The Paddock crew were both hard working and large amounts of fun to hang with. Without the crew, on Paddock and off, this year's Effigy would not have been anywhere near as spectacular as it was.

c) The Temple by Jason Parlour

The Temple Crew of 2017 was a collection of volunteers with a wide variety of professional skills (i.e. carpentry and joinery, or artistic creation). Some were friends and acquaintances of the Team Lead, others had applied through Kiwiburn to volunteer prior to the festival.

A temporary workshop was built on the first to the side of the build zone, this proved to be really useful and enabled a much easier and safer working zone. A structured build plan was followed with progressive stages of completion, variables dependant on crew speed and adverse weather.

Crew with lots of prior experience focussed on their key skill areas during the majority of the build, guided by the overall vision. Crew with less of a professionally relevant background received support with peer training.

Clear schedules of completion for the more creative aspects were important, certain aspects and were scaled back accordingly. Other structural were completed earlier, allowing further development of these areas. Certain more menial tasks were shared between multiple team members.

We had a couple of later evenings to finish key stages, like stapling the roof on before the storm came in, but then we also had a couple of full days off within the build.

Some crew also had prior commitments/sickness off-site during the build, which lead to reduced numbers at certain times. This I would have rather avoided. There was a bit of a final push for suitable completion and clean up on the Monday to get a full day off before the festival started on the Wednesday.

As Team Lead, most of my day was spent guiding people rather than physically building myself. This was mainly from a mental list of tasks to be completed during the different stages, areas that could be built alongside other developments. Other times it was to support the crew with hands-on projects.

After the first couple of days, the crew realised it was okay to not be working flat out the whole time. However, things became a little too casual towards the end of the build when the crew rightly knew they were on schedule, but then unfortunately became distracted by the Theme Camps arriving on-site, hence then needing the final push to get back on schedule.

Many of the build elements were developed by listening to input and ideas from the team, and modifying things as they needed to be changed. It was very important to maintain the general structure and overall originally design as much as possible, because although spare wood was included in the prior purchase, this was limited, as was the time and crew available.

To help achieve as much as possible within the available budget, many of the electrical items needed to be ordered two months in advance. However due to delays in confirmation

of payments and ordering by the relevant Kiwiburn department, items were ordered too late to be pre-built and tested off-site, and many key components only arrived on-site late in the build itself.

This led to issues trying to build the electrics on-site, the LED lighting particularly did not work as intended because of hardware issues that could have been resolved if built and tested off-site. Having access to my budget from the get go to order earlier directly would have saved significant challenges in this area, and ultimately led to an easier build with a more integrated team.

The Temple Build spent all of the \$7,500 budget allocation. Around \$2,500 was spent on the main structural wood elements of rough sawn pine boards, which was planed on-site. Around \$2,500 was spent on the LED lighting and relevant control electronics. The remaining \$2,500 was spent on smaller parts, tools and consumables (drill bits, saw bits, planer blades, high step ladder, etc.). These components added up pricing significantly and surprisingly quickly! The bamboo was effectively free, it just needed to be transported via a hired trailer to the site.

The Temple needed twice daily litter sweeps. There also had to be careful restrictions on physical elements placed within structure during the festival, which were directed to art spaces instead. Immediately prior to the burn, a lot of people seemed to think they could dump their wooden rubbish (filled with screws and nails). This needed to be carefully managed.

The final burn itself was incredible moving, with almost everyone in complete silence as the Temple slowly turned to ash.

Recommendations/Improvements for Next Year:

- The chop saw and various PPE (ear defenders, helmets, etc.), that we had access to throughout the build from MPW proved particularly useful to the Temple Build
- The extra tall ladder I purchased within the Temple budget (around \$800), has been left on-site for future builds, which should help future teams
- Having earlier access to the budget (as I didn't have enough savings personally) would have enabled cheaper and easier purchasing of many key components, so they could be developed and tested off-site, and/or purchased at better rates
- Being able to use the Kiwiburn logo on official build crew swag (the designs of which to be arranged with support from a suitable professional graphic designer) I feel would be a highly appropriate use of the logo (rather than something I was told I was unable to use this year)
- Volunteer numbers were suitable for the Temple build, although clean-up volunteers were more challenging to confirm due to the extended time after the festival. Having a completely separate Temple clean-up crew (who hadn't been involved in the build), would have been a lot easier and more effective to manage. In such a situation, they could then have for example, waited a further day before trying to bag up the hot ashes, etc
- Having a protected platform, such as a thick sheet of steel, underneath the build, then a suitable comfort covering on top for the festival (i.e. temporary fake turf, lots of straw, etc.) could help reduce the burn scar, and make an easier clean up and removal of MOOP after the burn.

V. ENVIRONMENT, SITE MANAGEMENT, AND MPW

a) Site Management by Poppy Norman

There is no report available this year, though many thanks to Poppy for her contribution.

b) Ministry of Public Works (MPW) by Ronan

MPW Manager – Ronan

MPW 2IC – Patrick

Total MPW crew was 13 this year.

This was my first year as MPW manager and I feel like things went really well. My team worked incredibly hard in some difficult conditions. The weather didn't play ball at all, with strong winds undoing our work on multiple occasions. The weather also made assessing the situation of the Forest very difficult. I certainly wasn't prepared for how emotional it was to watch full trees being cut down just so people could camp down there.

Despite all our hard work the Forest was still deemed unsafe, and I think the number of trees that came down in the winds after that decision was made definitely shows it was the right choice. With no camping in the Forest, and no shade to camp under it was difficult to manage fatigue levels, as we couldn't catch up on sleep during the day at all as our tents were too hot. I feel this is something that needs to be addressed, as crew burn out is very real.

I was on site for 32 days, arriving 5 January, and leaving 6 February. This year with the Forest work being done MPW was split in to two groups with myself and six people focusing on the tradition set up, and Patrick supervising five people mostly doing clean-up work in the Forest.

Between rain and tree damage, one of our container's roofs had given up on life, so a replacement one was arranged to be delivered during pack down. Two new structures were built. One for Rangers, and a new bigger Depot with the old Depot being used as an Admin Block as the Site Office was too crowded. We had three site vehicles. One was a van for the purchasing team, and two trucks for MPW.

With the tree crew always needing a truck it essentially meant we had one less truck than last year which held things up a lot. During the festival, our largest generator only just managed to handle everything, with the trip switch popping a couple of times due to Depot trying to boil a kettle, and a Theme Camp thinking they could recharge their giant car battery at the volunteer recharge station. I think we need to invest in a larger one to handle our ever-increasing demand for electricity.

Both build crews left us a pile of unwanted 'furniture'. I know everyone is tired, but they need to move away from this 'get off site asap' mentality and need to properly clean up their burn scars and dispose of all their junk. Pack down was hard work and I think needs to be thought about differently with a proper pack down crew arranged and more time allowed to finish everything up.

One or two people just to cook would be awesome as fatigue levels are high and it's hard to feed yourself properly. Having the marquee up until after we left was awesome, and gave us a dry shady place to store gear and hang out. If we get it again next year (which I would recommend) then it would be good to have it up for pack down again.

Tasks completed this year include:

On-site storage:

- Unpack containers
- Dig out around container so it could be moved. New container delivered
- Scrub clean containers, apply rust killer and bog, then paint
- Return EVERYTHING and pack EVERYTHING ELSE back into the now 5 containers.

Road/signage:

- Danger tape site perimeter. Danger tape ditches and other hazards
- Collect and set up road signs from M.E.E.T in accordance with our TMP
- River signs. Site signs. Toilet signs. Gate signs. Quote signs
- Driveway reflectors
- Dump runs
- Driving missions for the build crews to collect wood.

Set up:

- MPW kitchen and hangout area
- Crew washing area
- Site Office. Desks, shelves, doors handles and locks installed. Awning and deck set up
- Power grid and trench cables
- Fuel zone
- Work shade structure
- Dome. Put cover on. Repair Dome. Put cover on again. Take down. Put cover on one last time
- Califont. Spent hours trying to fix. New califont order and installed
- Set up and maintain trash zone
- Set up and paint Admin Block. Desks and door handles installed
- Volunteer Tent
- Repaint all Artery tables and boards
- Greeters. Then Greeters again
- Gate. Desk, door handles and locks installed. Roof repaired. Shade set up
- Medics structure. Ramp, lights, door handles and locks installed. Awning set up
- Build shower box
- Build kitchen furniture
- Build and paint depot. Desks, shelving, door handles and locks installed. Awning set up
- Build, set up and paint Rangers HQ. Desks, door handles and locks installed
- Second Rangers zone set up.

Fuel:

- Refuel generators
- Drainage under taps
- Gas canisters refilled.

Sanitation:

- Drainage for kitchen sink
- Dig compost holes
- Pre-clean all toilets.

Forest/Earth:

- Moving wood and chipping HEAPS of branches
- Main entrance, and paths to lower paddock covered in shingle
- HEAPS of weed whacking to make burn perimeters safer

- River bed grubbed. Grub thistles out of camping areas.

Recommendations/Improvements for Next Year:

- Swag budget for Site Office and Ops crew
- Two or three large stretch tents for MPW crew to camp under
- Another truck if more tree work is needed
- A new larger generator (preferably a Honda, they work well and are a good investment)
- More wind/rain proof structures
- Move away from tarps completely and have corrugated extensions on structures to provide shelter
- A burn scar sign off when the build crews don't leave until Ops and MPW are satisfied with the clean up
- Rebuild Site Office and Gate next year, with Medics the years after as they are too heavy and unsafe to lift
- One or two people to cook for crew during pack down
- A separate toilet crew to clean and restock toilets during festival
- Aim to be finished four days before festival begins. Crew get two to three days off to recharge
- New container delivered, remove rusted one and prepare yard for a sixth
- MPW to take over lighting again.

c) Crew Kitchen by Poppy Norman

This was the first year Kiwiburn outsourced the kitchen to a catering company. Luckily the caterers are Burners and generously reduced their prices to make it financially possible.

To run a safe, healthy and stress-free kitchen ourselves we would need the structure and equipment suitable for the numbers we are feeding. It is not an option to feed approx. x60 people for two weeks without a proper set up.

Kiwiburn has not had the funds to purchase or hire the size and quality equipment required nor has it had the structure required to do the preparation and cooking. So outsourcing was a great alternative to running a kitchen ourselves.

It was great to have a self-contained kitchen pumping out three meals a day for all the build volunteers. Shout out to Damon, Rachel and the rest of the team!

One of the downfalls of outsourcing however was the inability to decide what people got fed. This was a relatively big issue for quite a few people and despite attempts to influence the caterer's menu we were unable to please everyone.

The need for more vegetarian/vegan protein options, more veges (particularly greens), less meat among other issues and the inability to implement these requests has led us to decide that we will be looking at other options for next year. It is unlikely that we will be unable to find a catering company that suits our needs and that we can afford so it is likely that we will need to run the kitchen ourselves.

Recommendations/Improvements for Next Year:

- Get quotes from catering companies to confirm that we cannot afford to hire one
- Recruit a qualified and capable kitchen manager and staff
- Increase kitchen budget to allow for the hire or purchase of suitable equipment
- Increase kitchen budget so that a suitable kitchen structure can be built
- Download knowledge from previous kitchen Afterburn reports and the brains of those who know what is needed to run the Kiwiburn kitchen (mostly stored in Poppy's brain).

d) Clean-up, and MOOP Report by Wendy Allison

There is no report available this year, though many thanks to Wendy for her contribution.

e) Noise Management by Oliver Macro

Much like its elder and larger sibling, Burning Man, Kiwiburn's growth in recent years may be attributed in part to the proliferation of larger scale Sound Camps and the attraction to rave culture on the whole. This year's event saw notable growth on the part on many of its regularly participating Sound Camps, both in size and sonic firepower.

As such, this was the first year since the first at the current site where external noise complaints were fielded by residents of neighbouring properties, as well as internally by participants. Sound Camps are noted to have responded well and immediately to complaints as they came however it should be noted that monitored sound pressure levels still exceeded permitted ratings by minor intervals on some of the events evenings.

Something worth noting here is that regulating noise emissions both internally and externally in an event of this nature is inherently complicated and difficult. Strategic orientation and placement of sound sources in relation to each other helps to mitigate direct sound clashing, however lower frequency content is inherently difficult to regulate on account of its omnidirectional nature, and the fact that it can be difficult to perceive its overall volume without travelling some distance.

A few things I'd recommend to help mitigate these issues becoming more challenging in the future would be to restrict the numbers of and scale of large scale sound camps (smaller sound camps are not so problematic on a wider scale), and develop event infrastructure to more readily monitor the employed SPL loggers readings.

Recommendations/Improvements for Next Year:

- Restrict numbers of large scale Sound Camps (suggested 1 per 500 participants)
- Limit scale of sound camps and require submission of overview of equipment being brought for pre-approval
- Develop event infrastructure to enable remote and real-time connection to SPL Logger. This will require expansion of on-site wireless LAN capabilities.

f) Traffic Management by Oliver Macro and Poppy Norman

Internal Traffic Management by Oliver Macro

By and large, this year's event bore little difference to this area of operations from the preceding years event. A primary improvement was to re-route incoming traffic after the Greeters station directly into a newly appointed paddock containing the parking grid.

As expected, this proved highly effective in keeping the primary paddocks free of erroneous traffic, with passage to them restricted to artists and Theme Camps for the purpose of dropping off and setting up various infrastructure. It should be noted in addition that participants were by large very accommodating and prepared for this, many having gone through the systems iterations in previous years.

Shifts were well managed thanks to a brilliant team of managers, with most volunteers showing up on time. It transpired that parking operations were shut down a day early on the Friday of the event as it had been noted that the influx of participants had by that point dwindled to a minor trickle at most, with Greeters volunteering to relay parking instructions to incoming participants.

Necessary improvements to the system at this stage are minor refinements. My primary two recommendations would be to add a small number of 'bus stop' structures at key points in the parking process for the purpose of shade and storage of departmental resources, and to maintain an inventory of resources for efficient marking of the parking grid, and any entry lanes.

Recommendations/Improvements For Next Year:

- Maintain simple system of directing incoming traffic into parking post-Greeters
- Add a few 'bus stop' shelters to event infrastructure
- Maintain an inventory of equipment for marking parking grid – Ropes/twines, standards/pigtails, waratah/star pickets, hi-vis road cones, etc.

Traffic Management by Poppy Norman

The role of Traffic Management relates to the Council required Traffic Management Plan (TMP) for public roads affected by the festival. When, where and what traffic management is needed may be subject to change from Council or other road authority.

This role requires:

1. Obtaining a Temporary Traffic Management Plan from Council or road controlling authority
2. Place order, pick up and return traffic signs, cones etc. to hire firm (currently Manawatu Events Equipment Trust, located near Fielding)
3. Implement TMP in accordance with council and other regulatory agencies (NZTA, Police) regarding sign placement and working on the carriageway. Undertake checks at required intervals. This year's TMP mandated 'Advanced Warning' signs on State Highway 1 and State Highway 54 and speed restrictions on Cooks Road. These were in effect for 48 hours over KIWIBURN opening days and for 24 hours while participants disbanded. It takes two people approximately two hours to set up or take down the road signs.

Recommendations/Improvements for next year:

- Pay for someone to be trained to fulfil this role as the previous person is retiring from KIWIBURN roles.

VI. PADDOCK SAFETY

a) Health and Safety by Paul Chaffe

Not much to report from my perspective. Overall, Theme Camps and art installations completed the necessary documentation prior to arrival, and once on site, the majority implemented their plans as stated. Unfortunately, I feel I won't be able to help out Kiwiburn in this role again, as my commitment as a medic is consuming all my time when on site.

b) Medics by Paul Chaffe & Kirsty Illston

- 95 recorded patients, many more who don't want to leave any details.
- 1 patient transported to hospital by ambulance.
- 1 referred to hospital and self-transported.
- Same old, same old for those treated, mainly cuts, sunburn, allergies and sprains/strains.

This year we trialled a self-help station, that is, basic first aid supplies placed in small plastic containers and freely available to participants 24/5. The hope was that Patient presentations to our first aid station after hours (after 2am) would decrease, the station was well utilised however we received just as many requests for help, only this time, for more serious complaints.

As participant numbers increase so does our workload, and fatigue management is now our primary concern for our staff.

With the party going well into the wee small hours and the volume not decreasing, our off-duty staff are finding it really difficult to get enough downtime and sleep.

c) Gate by Jasmine Hunter

Crew Performance

This year we had at least x10 more volunteers than 2016, with 48 rostered on prior to and remaining by the end of the event. There were more cases of volunteers failing to turn up for shifts than last year, but I also had new Gate volunteers stepping up during the event. Shifts worked well with delegation of specific Gate duties.

Date	Scanned (excl child)	Scanned child	2016
			<i>Sat</i> 22
Sun 22/01/2017	0		<i>Sun</i> 52
Mon 23/01/2017	60	1	<i>Mon</i> 63
Tue 24/01/2017	198	10	<i>Tue</i> 152
Wed 25/01/2017	933	16	<i>Wed</i> 784
Thu 26/01/2017	183	6	<i>Thur</i> 179
Fri 27/01/2017	101	0	<i>Fri</i> 119
Sat 28/01/2017	27	0	<i>Sat</i> 20

Total of tickets processed onsite (excluding children) 1502. I would like to know how many tickets were not processed correctly but used/sold outside of this process.

Gate Volunteers were emailed a copy of the Gate Manual prior to the event and were given training at the start of each shift either by myself or by the experienced Shift Manager.

I closed Gate earlier at night this year which worked well as there were only a couple of people who arrived after Gate had closed and a couple of them had pre-arranged this with me (i.e. The Giant Weta) so I could process them without having a shift sitting at Gate for one entry.

We had a steady line of vehicles through most of Wednesday that backed right down the entry road longer than I've witnessed at Gate before. We may need to consider how this affected or could affect the neighbours etc if it backs up too far as the event grows.

I reimplemented the strict \$20 in/out vehicle pass this year. I also noticed a far greater number of vehicles leaving site than in previous years, regardless of the fee.

We have not in the past kept a log (that I know of) of how many vehicles leave site using this return fee. With the increase of cash coming through gate we need to create a system to keep a tally of this. A kind of perforated receipt book that would match the cash accumulated would be my suggestion, and would also give us the ability to keep a record of vehicles leaving site during the event for future comparisons.

Theme Camps were leaving site excessively throughout the event. I would like to implement a strict system for Theme Camps leaving site, with a single Theme Camp pass issued to each Theme Camp only to be used once after gates open for the event at each camp's discretion.

This year MPW again managed the Exodus, operating from Greeters with the Gate building not in use.

Last year Gate was responsible for marking each vehicle windscreen with the newly introduced parking symbol for the Parking Crew to direct vehicles. This year it was taken over by the Parking Crew which made much more sense, and removed unnecessary added work for Gate.

The early entry list was unfortunately a confusion and there seemed to be 3–4 different lists floating about, making it near difficult to manage as we ended up needing to constantly check names with the site office that weren't on copies we had. I'm not sure how this happened but I understand there were different versions being worked on by at least three different people. Gate needs the early entry list to be correct and in alphabetical order by name, not crew or Theme Camp.

We need to find a solution to the actual gate that is located behind the Gate building on the road down to Greeters. Being unable to keep this gate locked meant people were arriving outside of Gate hours and letting themselves in. I had no idea who had arrived during the night, except to go around each camp every morning and check each person was wearing a wristband.

Mark the farm owner had also arranged tickets privately which created issues. I would like to see that this does not happen again. There should not be any arrangement for him to buy tickets at Gate, this is not in the contract and we don't allow it for anyone else.

I also take issue with Mark's guests traveling around the site on quad bikes after gate had closed and leaving the gate open/unlocked during the night. Their driving was also reckless. During gate hours, they were also traveling between the farmhouse and the event and there was no way for us to know if they had wristbands.

The large maps and signage for Gate arrived too late and we didn't have them up until sometime Wednesday. Also, the large maps are upside down from the perspective of Gate directing participants. Everyone was trying to look at it upside down to understand it. We also didn't receive the event guides or stickers early enough.

I didn't receive the scanners until Monday night (through no fault of anyone). Once I had them I found it much more practical to visit each Theme Camp to process participants and to avoid them using the road to get up to Gate. This would ideally be done Saturday before Gates open, otherwise Sunday when Gates open, with one scanner at Gate and one scanner roaming.

Resources

This was my second year as Gate Team Lead, and the first year with a 2IC, Margaret Kramer. This worked well to give me a night and morning off duty. I am yet to confirm if she would like to do this again.

Budget:	\$1043.00 (Expected \$1200.00)
Crew t-shirts	\$914.25
Groceries	\$174.23
Sundries (replacement chilli bin, padlocks)	\$ 67.20
Total spent:	\$1155.68

There was also a large sum taken at Gate for the \$20 vehicle re-entry. Total amount not known.

Recommendations/Improvements for Next Year:

- A single designated re-entry pass for each Theme Camp with no other vehicles to leave site for re-entry without paying the re-entry fee after the event has commenced and to be used only once
- Parking Department to continue marking vehicle windscreens with parking symbols
- One early entry list and in alphabetical order by name, not crew or Theme Camp
- Different wristbands for all children's tickets
- Investigate our responsibilities in under 18 year old's attending the event. Our growth means it is more difficult to monitor under age participants like we have previously. We have updated the terms and conditions for youth tickets, but we were not checking ID on adult tickets at Gate
- Professionally made signage for the road leading to Gate with important information. eg MOOP, Water etc
- The no ticket sales policy at Gate to include the farm owner. Discussion on his guests travel around site etc
- HiVis vests or similar for Gate and Parking volunteers to wear during their shift to make them easily identifiable. Different colours with the Department name on the back. Only about 8-10 are needed for each department
- Increase our contract with Security to be onsite from the Sunday night prior to the event opening
- Large map signs designated at Gate to be from the Gate perspective
- Signage, event guides and stickers to be available onsite prior to Gate opening on the Sunday
- Road management of lines of vehicles leading to entry.

d) Black Sheep Rangers by Jeanne Waldron

The Rangers this year were amazing and all were so proud to be wearing their BSR t shirts. Rangers attended to a variety of people found in altered states either escorting them to their camp, friends or taking them to Ranger haven for a bit of rehydration and space.

Also dealt with quite a few people who were in very altered states.

Dealt with two reports of sexual harassment and one of alleged sexual assault resulting in the eviction of the person. The other two we tracked down to their camps and were given warnings. No more problems with them. (I think they were shocked we had found them). One didn't remember anything.

One Ranger turned up for second shift under the influence so asked to leave. Found out he was hassling a lot of people and had several complaints about him, all Rangers were on lookout to get his Ranger t-shirt back, no luck though. Would not like to see him in Rangers again for a while (new Ranger Lead Andre is aware of this individual).

The training for Rangers went well with Gemini from Burning Man facilitating. Both Black Sheep Rangers and Red Band Ranger manuals were well received. Suggestion for next year is that one of the Ranger trainings ie the Thursday morning be at the town hall so that anyone can come sit in and learn about what Rangers do. Not only do you get a few more recruits, but it would also give people an idea of who and what Rangers are, and educate people to be their own Rangers in our Burn community.

We had an inner core of Rangers called Red Bands who consisted of psychiatrists, councillors, nurses, medics and a Doctor. Paul, our medic enjoyed meeting the Doc and consulted with her. The team was trained by Sam O'Sullivan from the hang out who is a trained Psychiatrist and is interested in running the Red Bands with a couple of others in 2018.

The shift lengths and handovers were excellent. The crew excelled in being friendly eyes and ears and in reporting. I watched a few of the shifts when I was not on duty and was so impressed with the Rangers demeanour. I have to say I was so proud of the crew.

Improvements to Rangers would be to have team lead split between 2-3 people as it is draining and we are growing. I burnt out by the end of Saturdays shift and officially took myself off duty for the rest of the burn. I had been organizing everything including roster, new manuals, hosting Ranger Gemini and set up so had been full on for a couple of months.

After I took myself off duty there was a violent participant brought to Ranger Haven. When I went over Security were sitting outside the tent with one of the Red Bands inside waiting for police to arrive. One of the female Red Bands had been allowed to go and talk to the altered participant on her own and was assaulted. Violent people are never to be taken to haven or dealt with by Rangers, they should have been taken away by Security immediately.

Additionally, no Rangers are ever to be without a fellow Ranger on duty. I have addressed the issue with Andre Goble who is now Ranger Lead. The participant should have been arrested for assault. The female Ranger who was assaulted saw the participant the next day when he came to get his gear, and she felt unsafe. Rangers should have been informed he was back on site. Closer following of the Ranger protocols would have avoided this situation. I was so exhausted I was worse than useless in helping in this.

Resources

My experience as a manager was overshadowed with exhaustion but pride in the Crew remains a shining point. I also felt that the Rangers were underutilized. There were a lot of calls I heard over the radio for Site Manager that could have been dealt with by Rangers. Site Managers should liaise more with Rangers, they are there to help. There was almost no communication to me as Ranger Lead, I had to go wandering to find out when and where

things were happening (ie the perimeter training). The Red Bands in particular could have been better utilised as well.

Budget

The budget was great and will need to be the same next year, as we are always going to need either HiViz, t-shirts printed, lollies, tea, coffee, soup, pens, notebooks, torches and other extras.

Recommendations/Improvements for Next Year:

- Better communication
- Training money for Andre to be able to attend Burning Man as a Black Rock Ranger. (Ranger Gemini said she can get him a ticket for free and that she would personally have him as part of her team for intense training). I think this would make a huge difference to how the Rangers are run at Kiwiburn
- Better training for Site Managers. I didn't know who they were half of the time, and they need to know who and what the Rangers are and how to resource them appropriately. This does not reflect on all Site Managers but a definite good percentage.

Over all a big thank you to all of you for allowing the Rangers to come to Kiwiburn. We had some first time volunteers this year, and lot of old time Kiwiburners are interested in joining next year. The community responded extremely well to the presence of Rangers on the Paddock. Our work depends upon the whole community embracing us and we had so many positive responses.

Thank you to MPW for our HQ hut and giving me all I asked for. Thanks Jess for giving me time when I was under stress.

I have now officially handed the Rangers over to Andre Goble. He and Sam O'Sullivan are working together along with others to continue Black Sheep Rangers. I have said I will be on hand if they need any help.

e) Security by Poppy Norman

Security and Site Management by Poppy Norman

There is no report available this year, though many thanks to Poppy for her contribution.

Armourguard Security

There is no report available this year.

VII. COMMUNITY SERVICES

a) The Depot by Isa Ritchie

The Depot ran exceptionally well this year. MPW did a fantastic job of building a new depot building (which we had not asked for but the previous, smaller, building was used as office space). We had great volunteers and we didn't run out of ice. We had a few issues with power supply due to people plugging big things in to charge in the volunteer station next door, other than that things ran very smoothly.

Julia, as 2IC helped a lot, as she usually does. The Shift Managers were brilliant: Lydia, Kelly, Feather, Iri and Kady. It is really important for someone at the Depot to know how to respond to the various weird questions we are inundated with all day. A deep and lustrous store of Kiwiburn information is vital. When a Shift Manager could not do this, I was on coms and ready to answer questions that came up or to refer people to the right people to answer their questions.

The ice was provided locally, and delivered. This system worked much better than previous years. We kept track of the ice sales reasonably well by using a check-box system of pre-printed boxes. Urs did a fantastic job of coming in to tally up the ice sales at the end of each day. This made the system run much more smoothly than in previous years. I recommend continuing this system. We didn't use the till as we had technical issues with the internal battery. It was much easier not using the till. The Depot should get a proper lock box for the money instead for next year.

Depot volunteers were great. Only a few got confused about their shift times and some those came back and filled in on other shifts. It works well to roster on three people per shift plus a Manager. Volunteers reported having a good time on their shifts.

It was so wonderful not having to deal with lost property – telling people to take it away – not having to pick up dirty undies. Thanks so much to the clean-up crew for making our lives easier. In future, it is a good idea to continue keeping only small valuables (keys, phones, prescription glasses etc) as lost property. Radical self-reliance, people.

The new opening hours from 10am till 5pm were okay, however people seemed to want to buy ice after 5pm, I recommend moving the hours to slightly later (11am – 6pm) or extending the closing by one hour.

It was great having the Depot in the location where it works best, close enough to the Site Office to make it easier to get back and forth, and to see if key people are around in the crew area who might be required even if they are off coms. This worked really well. I managed to not burn out this year. It was awesome.

I do feel it's time to step down from this role. I previously managed Greeters for three years and I really should have left after the second year. I think roles have a 2/3 year life span. I hope that whoever takes up the role can enjoy it and make it their own while building on what we have made of it so far.

b) Site Office Manager by Tania Bracey-Brown

This was my first year as Site Office Manager and so I was prepared for it to be a learning curve, setting out with a vague understanding of what I was supposed to be doing then making it up as I went along. Everyone on the Ops team, MPW and build crews are awesome so it was great fun and I'll definitely be back next year.

The Site Office is the first building to go up and the last to go down, so I was present for most of set up and pack down, nearly a month on-site. My role was to assist the Ops team with the admin side of on-site festival set up, printing signs, answering the phone, sending emails, updating the Hazard register, taking notes at the morning meetings etc. I also helped sort out a good internet provider for the Site Office so we could connect with the outside world.

Yume was my 2IC during set-up, then was joined by more volunteers who took 2 to 4 hour long shifts during the event. Next year I'd like to have a few more volunteers to share the role with on-site, as I found I spent a lot of time working and I'd like to have more fun. If you like quiet space, office supplies, writing lists and ticking off tasks, this could be the job for you!

My total budget (including phone and internet) was \$2,800 and I spent \$1,600 of it. We spent a bit extra on phone and internet as the dongle used in previous years wasn't working and so prior to setting up the inspire WI-FI network we had to hotspot off cell phone data.

Now that I have a better understanding of the role I'll be able to perform better next year. Ideas to make things run smoother include rostering more volunteers on at the busy times (during early entry and the first days of the event), and investing in some new devices.

Site Manager 2IC – Yume

The Site Office effectively administered radio usage, updated inventories on site, competency registers, and Health and Safety forms. Held communication between crew onsite and offsite, as well as created ease for safe communications during the period of Kiwiburn. We created signs and bunting to help with the Health and Safety on site.

No training was required for this role. Our crew had high motivation and creative output which bled colours onto the scene of the build which was fun. Our commitment to our roles were also great in completing jobs on time and efficiently. Shift lengths and handovers were spontaneous mostly and this worked for our crew at this time.

My experience as a 2IC this year was quite fun, I enjoyed being able to have a stress free servitude role. Communications with OPs was a bit difficult due to the overload of work Poppy had this year, so it was hard to get affirmation and guidance that way, but otherwise the support for the role was fine. To operate more smoothly I'd have liked to have clearer communication with OPs.

As the 2IC, I wasn't working with our budget but from what I'd gathered we had abundance. We spent it on materials for performing our work in peace.

Recommendations/Improvements for Next Year:

I don't have much to say in recommendations for next year, for me working with the Kiwiburn crew was a super gourmet standard of festival set-up compared to work I've done beforehand. The site office flowed smoothly and full gratitude for the role, looking forward to playtime next year.

c) Town Planning and Placement by Oliver Macro

In the wake of the previous year's unfortunate incident in the Forest, and the ensuing uncertainties as to which of its areas would be safe to use, it's understandable to assume that the task of effectively working with what was likely to be a considerable displacement of the events population was not to be a particularly easy one.

As expected, this would prove to be the case. Whilst carrying out the plan once it had been developed proved relatively non-eventful, difficulties in effectively developing that plan stemmed from the overhanging uncertainties regarding which of the Forests area would, or would not be available for use, and in what context their use would be permitted.

Ultimately, this wasn't anyone's fault. Best intentions going forward from the previous events incident were to maintain as much of the treasured Forest space as possible, however in hindsight it may well have been wisest to have from a much earlier point, proceeded with what was the eventual plan of removing any and all camping from the Forest area, and retaining what spaces were deemed safe to use for artistic and recreational uses.

In this result may be observed the silver lining, in that by displacing entirely the usual Forest population to a dedicated Paddock area, the nature of the event developed more of an 'open-air' atmosphere, something which I recommend the event continues with given its encouragement of participants towards better preparations in dealing with the heat of the New Zealand summer.

Recommendations/Improvements for Next Year:

- Retain open-air general/vehicle camping areas
- Ensure critical land-use decisions are made well in advance to facilitate effective spatial planning.

d) Art and Theme Camp Registration by Anne Starkey Taylor

The role of the Art and Theme Camps Co-ordinator is to record all incoming registrations (Art, Theme Camps and Events), and to facilitate the communications between the Art and Theme Camp hosts and the Kiwiburn organising Teams. The best part of this volunteer job is being the first person to see what will be happening on the Paddock!

Each registration is acknowledged by email and participants are sent information regarding Health and Safety, early entry, sound levels, parking, pack down and MOOP. Camp/Art information and space requirements are shared with Town Planning; The web page is updated with the relevant info; Town Hall is booked as required; Health and Safety forms are collected and passed on to the Health and Safety Officer; early entries are negotiated and communicated to Gate and finally, the registration information is formatted for inclusion in the Event Guide.

I processed 39 Theme Camp registrations, 29 Art registrations and 180 events – this is almost double the amount of events than 2016. The size and scope of both Art Installations and Theme Camps seem to reach higher levels every year and the number of events meant that there was something interesting happening on the Paddock all the time.

The Art and Theme Camp registrations were much smoother this year (the web team had sorted out last years' issue of the Art registrations not being directed to me). The process was also made smoother due to the fact that the web Team was adding new registrations to the online events pages and I didn't have to do that extra step.

Event registrations did not go so smoothly – Everything seemed to be tracking well but some of the major Theme Camps kept internal event registers and waited until the last day of cut off to formally register their events. This caused a bit of a nightmare as the Event Guide had to be formatted the next day. It took a lot of time to process these new registrations plus

various changes by other parties and this severely impacted on me. Next year I will encourage people to register events as they go along and not wait for cut off day. I will also ensure there is more time between cut off and Event Guide.

I did struggle with communication regarding a fire permit request for one of the Theme Camps – we do not have clear pathways for special requests and I did not get a response from Health and Safety regarding this. I finally just told the Theme Camp in question to bring fire and sort it out with Health and Safety on site. The camps put a lot of planning into things and I understand they would have been a bit frustrated at not knowing if they would be allowed the fire areas.

Another small issue was negotiating early arrival – we need to be able to strike a balance between allowing early arrival for the large camps with complex set up needs, and avoiding the site becoming a party zone too early. Rules need to be published so the community is aware of what they can expect, but we also need to be flexible where it's needed. We have quite a few large camps now and they have complex infrastructure.

Perhaps something to look at is the pre-population allowances in our site permits. We could also create a formal early entry request for Theme Camps allowing them space to explain their set up requirements and submit it to a panel – this would come with a cut-off date so there is no last minute rush and drama.

Recommendations/Improvements for Next Year:

- Early checks to ensure all web links are working correctly
- Encourage early registrations across Art, Theme Camps and events (especially events)
- Allow more time between registration cut offs and Event Guide
- Issue clear and formal rules for early arrival for large Theme Camps and possibly set up an early entry application process
- This was my sixth year as Art and Theme Camp Co-ordinator and I would like the job back for 2018!

e) Greeters by Marla Percival

This year was definitely interesting.

The weather made things 'fun' this year to say the least, we had: rising rivers that changed the swimming hole, high winds that destroyed trees, structures and prevented Forrest camping and sometimes blocked access, then there was the ever-present sweltering heat, we sure did have everything thrown at us that's for sure. But we survived another year and had an epic time doing it.

The new improved spanking free area that is Greeters was a refreshing change from the frat party hazing it has been compared to in the past and the feedback I got was all positive. The time of Greeters being compared to a frat party has ended I hope, spanking is no longer a "tradition" at Greeters.

Greeters exists to welcome people to the Paddock, to ensure the principles are understood and pass on any vital Information that may not be in the Event Guide... and hugging too.

I feel having the 10 Principles displayed allowed them to be discussed more and what Kiwiburn is all about was shared with the Burgins. Each one, teach one, which was adopted from AfrikaBurn went down a treat.

Huge thank you to MPW again this year. You guys truly are amazing and worth your weight in hugs. After the wind destroyed the initial structure for Greeters you guys were able to get one sorted out for us, and provided us with water when we needed it.

We had friends this year with the parking volunteers setting up close by (I only converted a couple to the hugging side). The all morning dance off was a blast and the impromptu whip workshop was a rather fun.

There was one unpleasant incident at Greeters this year unfortunately. To the woman who yelled obscenities out of the car as her friend sped past us pulling the fingers yelling how much she hates Greeters: please do 5kms on the roadway and put your hazards on. These rules are there to keep EVERYONE safe, even if you had already been to Kiwiburn eight times!

Thank you to everyone who showed up to their shifts at Greeters, you guys are epic. It was a pleasure working alongside all of you and I hope to see you all again next year.

f) Centre Camp by Peter Vosper

There is no report available this year, though many thanks to Peter for doing an amazing job running Town Hall.

g) ARTery by Max Reeves and Eryn Gribble

In 2017, the ARTery continued in the vein of last year, being part of a central 'Town Village.' Being near the Depot and Town Hall, many of the difficulties which arose were mostly down to new people, in new roles.

This year, the ARTery shared a tent with the Volunteer Centre. This came with both difficulties and benefits, however, it ensured the ARTery was constantly busy. The added space was a bonus, however, much of it went unused during the days. We did not know about this combined space until a few days prior to the Burn. Increased collaboration between these two Teams would be beneficial if the space was to be shared and would have been more pleasing aesthetically – which is important to the ARTery.

The goals of the ARTery were much the same as last year:

- Celebrate the creation of art on the Paddock
 - Display history and information of previous Temple and Effigy builds
 - Promote Kiwiburn art
- Facilitate the creation of art on the Paddock
 - Create a dedicated space for creating art
 - Provide information on art grants, and encouraged people to apply
 - Connect artists on the Paddock

We achieved these goals, with the ARTery remaining a busy hub for art on the Paddock. The Art Giveaway on the last day was successful, as were the tours. We increased communication regarding art grants and the placement of art on the Paddock, as well as providing Burners with more information on funding art.

There was a slightly new Team this year, with me (Max) coming on as co-leader, as Eryn Gribble could only be there for a few days. Rohanna Weaver, the Chair of the Kiwiburn Art Committee and Jannah Chaplan helped with the set up. The experience of these two was very beneficial, as it was my first year working within Kiwiburn's core infrastructure.

It was difficult to develop defined roles, as was the goal last year, so Eryn and myself acted as co-leaders. In future dedicated roles may improve the running of the ARTery.

One of the things the ARTery struggled with this year, was volunteers. We did not have many until the end, and few turned up for shifts. The ARTery does not need to be staffed as regularly as other pieces of core infrastructure.

The volunteers were provided with a manual before the Burn, and were given a short handover from myself or Eryn. The manual was also available on site, and the volunteers

could run the stall themselves. Their tasks were MOOP sweeps, to be a friendly face of the ARTery, and to share information about Art, Art Grants and the relevance of Effigy and Temple to our community. We have learnt over the last two years that these roles – whilst small and easy to undertake are not suitable for random Burners in the way we have been managing it. Volunteer shifts ran for three hours, and some stayed on to help with events. The volunteers we did have were awesome!

We improved our collaboration with town planning, thanks to changes to KB's internal system. The implementation of the Google Group system was a significant help to pre-burn communications. This made both mine and Eryn's jobs a lot easier. We also had more awareness of who needed to be communicated with, both before and during the Burn.

Most of my difficulties as a manager came from being new to working within Kiwiburn's internal systems.

This year the budget was well-under, spending only \$322.00 of our \$1155.00. Part of this was because we were not expanding from the previous year and offering a more "bare-minimum" ARTery due to Eryn not being able to be on site and myself being new and coming on board late in the process. ARTery was "on hold" for some time and seemed it might not make it to the KB2017. We were pleased to pull it together. We also assumed we were working with a similar space to the previous year – a smaller tent designated for just ARTery. Had we been aware we would be sharing a space, and a larger one at that we would have spent more budget to "dress" it and have more appropriate infrastructure.

Most of our core infrastructure was available from last year, and many art supplies were donated. We were also not aware that our budget had been increased from \$750.00 until just before the Burn. Most of the budget was spent on events and support for volunteers. We knew we would be drastically under budget this year for reasons mentioned above and therefore would not like to see a reduction in our budget for future years because of this.

The ARTery achieved its core goals. Most difficulties came from a new Team and were easily overcome thanks to the support of more experienced members of the coreKiwiburn crew. The ARTery remained a busy place in the centre of a 'Town Village.'

We took on less of a role regarding artist placement, but a central place for artists to meet remained useful. This year was another success for the ARTery, and everyone involved should be happy.

Recommendations/Improvements for Next Year:

- A change to the volunteer system
 - Collaboration with the Kiwiburn Art Grants Committee who are looking to define roles
- Would prefer our own physical space so we can retain the aesthetic vision of ARTery
- Earlier collaboration with the Effigy and Temple crew, and granted artists to increase the visibility of these opportunities on the Paddock
- Further space in a container for on-site storage
- Further definition of key-roles for core ARTery crew
- Improve ARTery core infrastructure
- More collaborative art events/projects during the day
- Retain our allocated budget
- Clearer communication lines
 - Shared access to dedicated ARTery email account.

VIII. COMMUNICATION AND TECHNOLOGY by Media Subcommittee

a) Public Relations and Electric Fence Post Newsletter by Shelley Watson

Public Relations

We have developed a great relationship with local media. *The Manawatu Standard*, *The Wanganui Chronicle* and *The New Zealand Herald* sent journalists and photographers and our media liaison showed them around the site. All of them were keenly interested in The Giant Weta and if it was going to be at Kiwiburn, so that became the focus this year.

Radio New Zealand recorded an interview with Hippathy Valentine about Kiwiburn; it's history, participants, art and the event itself which aired on the Friday night. Neighbourhood noise complaints was a topic of interest later that night too which the Site Manager handled.

Photography

Photography Liaison, Robert Jensen, once again offered guidance to new amateur photographers and liaised with them before, during and after the event.

Laminated passes clipped to lanyards were used again for media and photographers to be instantly recognisable to our community.

The Google Drive is proving to be a great system for storing. Each relevant photographer is allocated their own folder to upload to in folders of each year.

Media Training

Team lead, Shelley Watson, was sent on a half day media training course with Greg Ward TV to upskill in handling media, especially in times of crisis. The information, terminology and skills have already proven to be very useful, especially when dealing with media on the phone pre-event.

Newsletter

The Electric Fencepost (EFP) is a regular monthly publication with over 1000 subscribers, up 20% from 2016. Mail Chimp tells us EFP readership sits well above the category average (16%) with a 22-30% open rate. The current issue is automatically linked to our website.

Social Media

The Kiwiburn community use Facebook more widely than our other communication channels. News and updates are posted regularly, approx. 2-3 times per week. The Kiwiburn profile, Kay Burns, makes the posts. We create a [facebook](#) and a Google+ event page with comprehensive information and links to the website etc. <https://www.facebook.com/events/263850830650520/>.

We manage and monitor a community-driven Facebook Group: <https://www.facebook.com/groups/kiwiburn/> with approx. 5000 group members, up 1000 last year. Our Facebook Page <https://www.facebook.com/Kiwiburn>, is the official presence for Kiwiburn, used to make announcements and share information, showing up in newsfeeds as 'Kiwiburn: New Zealand's Regional Burning Man event'. The Page has more than 7000 likes, up 2000 from last year.

Our Twitter followers have grown to 200 from last year's 115. It is linked to our Facebook Page meaning that Page updates automatically appear in the Twitter newsfeed.

We enable our Instagram account mostly for people posting their photos of Kiwiburn, using the hashtag **#Kiwiburn2017**. We noticed a large increase in users uploading images and movies this year – limited internet access onsite affects usage.

Kiwiburn has a Pinterest page for people to view, though it is rarely updated.

<http://pinterest.com/kiwiburn/>

Our channel on You Tube carefully sorted into years for easy viewing and updated each year: <http://www.youtube.com/user/Kiwiburn>

Poster

Kiwiburn runs an annual competition to design the poster used for promotion. The response from the community was great with the highest number of entries ever received. An anonymous shortlist is made and voting by the ExCom determines the winner. This year saw a collaboration between the concept artist, Tara Fowler, and an Illustrator, Will Bennett, whose combined talents produced a striking poster design.

Stickers

Event stickers with a design based on the poster artwork, were printed in Wellington and distributed at Kiwiburn and Burning Man.

Other collateral

The MSC designed and produced volunteer patches, the event guide, signage, wristbands and updated the survival guide.

Census

We use Survey Monkey and set the questions to run from the last day of the event until early March. We added questions about food this year. There were 43 multiple choice questions and a lot of helpful suggestions from burners with a record 440 people filling it out. Anne Starkey Taylor analyses the data and presents it in layman's terms. Our designers make it look pretty then a formatted pdf document is uploaded to the website for people to view and download.

Recommendations / Improvements for Next Year:

- Continue to use all channels of our social media
- Consider a media download page for press on our website
- Shelley to train up Community Liaison for dealing with media
- Grow the media team
- Dedicated media team member to manage all social media onsite pre-event
- Create A6 card listing the protocol as well as bullet pointed response options to media for Site Manager kit
- Select images / albums to link from Photo Galleries to website
- Keep growing our online communities
- Work with proofreader for grammatical consistency of information and checking for broken links on website.

b) Technology (Website, Sys Admin) by Shelley Watson and Andy Ellis

The website is running smoothly and information updates are made by the media team. Technical updates are made by the webmaster. Andy Ellis has stepped down and a new webmaster has been appointed. After a complete website rebuild in 2015-6, the focus has shifted to updates and maintenance to improve functionality.

- Continuing with proofreading of website to maintain consistency of information
- Updating email forwards
- Monitoring in place for Google analytics and SEO
- Appointing more than one person to work on the website/sys admin so changes can be made more quickly
- Updating online forms/streaming the event registration and volunteer form entries
- Monitoring in place for Google analytics an SEO.

Recommendations / Improvements for Next Year:

- Website to be proofread by Technical Writer
- Email forwards to be managed by a volunteer
- Email to be managed using Gmail/Google apps, rather than through our hosting provider (Site5). This would be on a non-charged, not for profit plan provided Kiwiburn meets the conditions for Google to offer this, allowing all Kiwiburn volunteers with a @kiwiburn.com email address to respond from that same address, and give more than one admin access to monitor certain inboxes and add/remove email addresses
- Review of current website security and backup plugins
- Moving on from using Visual Composer and start using the Theme's built in composer (Cornerstone)
- Implement new ticketing system, Quicket. This was partially set up by Andy Ellis last year, but Kiwiburn needs to ensure the criteria is met for taking payments online through Stripe. Once confirmed, this can start to be put in place. Note: Quicket has offered to send a staff member to help on the Gate for next year
- Develop Photo Galleries for website
- Ongoing monitoring of Google analytics and SEO, make Wordpress Theme upgrades and speed up site loading times
- Update home page image with new poster artwork
- Set up of internal calendar to plan out future updates / release dates for new content (theme ideas, Theme Camp registrations, Art etc.)
- Add in SSL certificate (free- suggested by bmorg) to make the website display as secure e.g. https://
- Work with all volunteers who deal with Art, Theme Camp registrations, ExCom etc., to customise the information in the forms they are receiving. Give them access to a Google spreadsheet of all entries.

IX. FUTURE VISION by Ben Curran

Kiwiburn has grown rapidly in the past couple of years and it looks like it's possible that it will continue growing. This brings with it a number of challenges.

While we managed to fill the necessary volunteer roles for Kiwiburn 2017, it has become apparent that we need to both improve our recruitment and management of volunteers. Improving our management and retention of volunteers and mapping out plans for succession of key positions will hopefully see a solid administrative structure in place for Kiwiburn as it grows in the coming years.

A number of festivals are facing challenges around the behaviour of participants. As far as we know, Kiwiburn has had a reasonable track record in dealing with problematic behavior. As we grow however, the problems will become more numerous. Over the next year, we will be putting in place a more comprehensive system to deal with complaints alongside the initiation of education initiatives to attempt to reduce the incidence of problematic behaviour in the first place. The hope is that Kiwiburn will both become known for and actually become a safer place for all participants.

As we grow from less than a thousand participants to multiple thousands, there are a number of new challenges that we face. There's a good mix of old and new people though in the current team that I believe can take those challenges on and leave Kiwiburn in a strong position to not only cope with it's current growth, but flourish.

HOPE YOU ENJOYED EVERY WORD. KIWIBURN'S
HARD-WORKING VOLUNTEERS ARE A DEDICATED
AND CRAZY BUNCH OF PEOPLE! WANT TO JOIN IN
THE FUN? [VOLUNTEER](#) HERE. ANYTIME.