

AFTERBURN REPORT 2018

WHAT HAPPENED ON THE Paddock



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



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I. A Word From Our Founder by Mark Stirling

Kiwiburn has now had year number 15. I have attended every year since the beginning, and every year I am blown away with what we have collectively achieved. Longevity for one! The Kiwiburn theme this year was “The Grand Bizarre”, a theme which motivated people to develop a great diversity of art and Theme Camps at the event. Again, we reserved the Forest for art only (no camping), which is a formula that works well for us. The Upper Paddock was used for major Sound Camps and the Effigy for the first time, and it worked really well. The weather was perfect again this year for the event, with a large number of Kiwiburners enjoying the river during the long summer days.

As usual I give thanks to the Executive Committee (ExCom), and the many volunteers, artists, Theme Camp organisers and more who made Kiwiburn a big success in 2018. Ben stepped down from the Chairperson role this year, and so deserves thanks for his considerable contributions. I was then very pleased to see Jasmine (Jaz) step up as the new Chairperson. After her long stint as manager of Gate operations, she is now applying her skills to guide Kiwiburn. Thanks so much for taking on the role Jaz! Lumos and I, the two current Regional Contacts (RCs) for Burning Man, are currently in collaboration with the Burning Man office re: adding more RCs to the New Zealand team to regain the geographical coverage we once had. This will be later in the year after Burning Man, so keep an eye out for more information through Kiwiburn’s social media channels.

II. Organisation/Administration

a) Organisation by Ben Curran, Chairperson

Firstly, I’d like to take the opportunity, to welcome my successor Jasmine Hunter, to what my predecessor called the hot seat. Jasmine has been involved with running of Kiwiburn for some time now and I am confident she will do well in the coming years as Big Nob. This year has been a significant year for Kiwiburn. Our growth appears to continue unabated and along with it, the challenges of managing that growth. Karl Matthews and Holly Bennett took on the role on wrangling an increasing number of volunteers, which is an essential part of managing the growth of Kiwiburn.

Off the Paddock, there were two major initiatives last year. Firstly, a reorganisation of the ExCom from a passive steering committee to a committee that will play a more active role in the running of Kiwiburn, improving communication between the various parts of the whole organisation and giving ExCom members roles to aid in the coordination of the various departments and the volunteers within them. Secondly, the Conduct Committee (CC) was instigated, with Jo Artemis at its head. The CC will deal with the less pleasant

side of participant behaviour. In attempting to make Kiwiburn a safer place for all, it is important to understand that the Kiwiburn organisation acknowledges and is trusted to deal with a variety of incidents. There is, however, only so much the organisers can do. As evidenced by several incidents on the Paddock, which were expertly dealt with by Ops and site management, there is a small yet visible number of participants for whom Kiwiburn is an unrestrained party, with little or no thought given to their fellow Burners. Following these incidents, over the course of the year after the Burn, the CC will follow up as needed. It is the community though, that must step up to take care of and look out for each other in the first place. There are groups within our community beginning to make an effort, and one hopes the sense of community responsibility and looking out for each other will embed itself in the Kiwiburn community and with our relationships with non-Burners in the default world.

I would like to acknowledge the work put in by the many, many volunteers. In addition to work over the course of the year, the Ops team, Poppy Norman, Kali Zahira, Karl Matthews, and Fletcher Handscomb dealt with a lot on the Paddock this year, and they did it well. Ministry of Public Works (MPW), led by Nan, once again worked unstintingly for weeks both before and after the event. I would also like to thank everyone on ExCom who got us through this last year, and in particular, those on ExCom who are continuing whilst I'm off to other pastures.

Much of our focus this last year has been on managing the growth of Kiwiburn, making it possible for it to continue to happen. This is an ongoing challenge, and there will always be changes that need to be made as the organisation develops. I am, however, confident we've have taken some valuable steps towards making this a sustainable community as it changes and grows. As for the future, it's traditional for the Chair to write a Future Vision piece as part of their Afterburn. As I have vacated the position, I leave visions of the future to Jaz. All the best wot.

b) Administration by Geveta Cook, Secretary

Interest in Kiwiburn has continued to grow, exemplified by a rapid sell out of the KB18 event and an impressive registration for the on-sale ticket programme STEP. My first year as Secretary saw not one but two significant changes of various ExCom members, the later a result of a new organisational structure aimed to improve clarity in communication throughout Kiwiburn's running operations. Two changes in Treasurer and six changes in ExCom members gave us an intensive year of internal manoeuvres. This change in persons has occasionally been trying for a few as naturally expected, now that the dust is beginning to settle we should hopefully see improved communication and understanding throughout ExCom's functions (with any luck leading to more efficient outcomes and implementations moving forwards). The introduction of G Suite and a changeover of email to gmail systems featuring 'role specific' inboxes will benefit Kiwiburn as a whole, not to mention ease of future changeovers of volunteers through

information for reference and ordered communication channels. We will move forward with added clarity, organisation, and efficiency.

The formation of the CC has been another focus of ExCom over the past year. Having the CC take the lead on the investigation of conduct matters will free ExCom member's time to focus on their respective facilitator roles within the organisation. ExCom will still vote and deliver verdicts from these findings, and I fully support the CC and am confident that this is positive progress for Kiwiburn and our community as a whole.

The Admin Lead role was separated from Secretary and refined with great thanks to Tania, who has performed infallibly since stepping up to the task. This was done with the introduction of the new organisational structure which had previously been recommended by Secretary predecessor Nicola Treloar. Having Admin Lead's presence on ExCom (unlike previous attempts at separating the role from Secretary) is a great advantage in ensuring there is no miscommunication of required tasks and deliverables, a previous concern when Admin Lead was a role guided by the Secretary.

Currently the previous ExCom Committee gmail holds an enormous amount of archived emails (transferred through to the new Secretary@kiwiburn.com email). I would ideally see relevant emails from this forwarded through to their new role specific email addresses for reference (for example those regarding conduct matters which I have already forwarded through to the CC address). I aim to do this within this coming year along with ensuring ExCom, Admin, Operations and CC documents are moved from Dropbox to the new G Suite system which will take over as the new universal base for all Kiwiburn documentation (including handy uniform templates available to all @kiwiburn gmails with thanks to the Communications Team).

Recommendations / Improvements for Next Year

- ExCom, Admin, Operations and CC documents are to be moved from Dropbox to the new G Suite system, ordered within the relevant folders relating to each new 'Facilitator' category (and removing and archiving old and outdated documents for ease of use)
- There are changes to the Society Rules of Kiwiburn to be submitted to the Incorporated Society Register once they are voted on and finalised, including our Banning procedure
- Forwarding relevant emails from the Committee email to each @kiwiburn.com role email for reference
- Attention to MUST be paid to communication conduct between ExCom members
- Kiwiburn organisational structure - 2018/2019 will be it's first complete year in operation, as such it may require some tweaking – seek any flaws or confusion in operation here

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- Asana project management software should be revised and updated to a usable system reflecting the new organisational roles
 - I'd like to see the next Afterburn report restructured next year to reflect the new Organisational Structure. This would make for clearer reading specific to each department to reflect on.

c) Ticketing by Hayley Ware

Kiwiburn switched ticketing providers in 2017, from Cosmic Ticketing to Quicket and Stripe. Myself and Jasmine Hunter worked directly with Quicket to implement new features from Quicket: Kiwiburner Registration, Secure Ticket Exchange Program, Direct Distribution Crew and Reserve Tickets. We kept the community informed about ticketing dates and new procedures and responded to community and individual questions and issues. We also dealt with ticketing issues onsite at Gate with assistance from the Quicket developer who was flown to New Zealand specifically to support us. We have developed an excellent working relationship with Robin from Quicket and he integrated himself well in to the community.

Resources

- There were some delays due to ExCom not making timely decisions (e.g. ticket price)
- Quicket, and Robin Cohen in particular, were extremely helpful and communicative. Having online and then on-site support was invaluable
- Having at least two people working on ticketing throughout the year is necessary
- Before handing over to new a Ticketing Team we will compile templates for all the Quicket emails, Facebook posts, and info needed on the www.kiwiburn.com/ticketing at different points in the process.

Budget Analysis

- Tickets sold (total): 1915
- Adult tickets sold: 1714
- Child tickets: 109
- Crew tickets sold: 38
- Reserve/Theme Camp tickets sold: 54
- Quicket commission: \$8001.15
- Stripe commission: \$9473.45
- Total revenue from tickets: \$255,567.60

Issues

- Delays to starting main sale due to waiting on necessary details from ExCom held up the ticketing process
- 48 hour STEP window and a late start to STEP meant that tickets took too long to sell through STEP

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- Many crew and reserve tickets were not purchased in a timely manner
 - There were DDT not bought at all, mostly tickets issued to Theme Camps. These tickets were a loss in revenue.

Recommendations / Improvements for Next Year

- Continue working with Quicket, and request Quicket representative (Robin Cohen) attends the event again to provide onsite support (although this is a notably large expense for Quicket).
- Put more information on the main Quicket landing page, and make use of the 'tabs' feature. This allows us to include more information about the 10 Principles, the event, etc for people to see before they buy tickets, without distracting from the critical event information (date, etc)
- Run Direct Distribution Ticketing (DDT) for Crew and Reserve/Theme Camp tickets at the same time as the main sale, and set up the DDT tool correctly so it can be used to its full potential
- Set a deadline for DDT sales in order to make unsold DDT available to wider community within a reasonable timeframe
- Have Ticketing Team members rostered on at Gate for all Wednesday and once a day on call Thursday, Friday and Saturday to deal with ticket issues at Gate and to check ticket emails
- Consider using Quicket to get info out to ticket holders
- Direct all ticketing issues directly to Quicket support instead of the volunteers, and request that they send anything outside their scope to the Ticketing Team
- Start everything earlier:
 - Public sales, DDT, Theme Camp and Art Registrations early August
 - 48 hour STEP opening in September
 - Theme Camp DDT's close early October
 - Change to 24 hour STEP in January

III. Financials by Andy Bean-Counter, Treasurer

Like 2017, 2018 was another transitional year with changes within the Finance Team in the months leading up to the event and the appointment of Quicket as Kiwiburn's new ticketing agent - replacing our previous agent Cosmic. The changeover in ticketing agency went extremely well thanks to the hard work by both the Kiwiburn and Quicket ticketing teams. A further benefit to Kiwiburn was the improved cash flow leading up to and throughout the build period in December/January. As always the success of the event continues to be, thanks to the tremendous support our volunteers and vendors, and is reflected in the fact the event sold out quickly again and there was strong demand for tickets sold via Quicket's STEP facility.

*Please note all financial figures referred to in this report are expressed as **GST exclusive** amounts as Kiwiburn is GST registered.*

a) Surplus and Cash Movement

As per last year, this year's financial figures are an interim estimate only as some of the figures are provisional and will be subject to change as various details are confirmed. In particular we are following up with suppliers to get copies of missing documentation necessary to claim some expenses for tax and GST. This exercise extends to cover any of last year's expenses that were non-deductible due to lack of documentation. The purpose of this is to get the benefit of further tax refunds/reductions. Final figures will be available for the AGM in August. Kiwiburn remains financially healthy with a trading surplus after tax for 2018 likely to be \$39,000. Once all remaining obligations relating to the 2018 festival are met e.g. payments to vendors, income tax, GST, etc, there is expected to be a similar but slightly smaller increase in cash at the bank of around \$29,000. See Appendix interim Profit & loss statement for full details. In consultation with Kiwiburn's members the ExCom will be developing a long term financial strategy to ensure the long term viability of the festival and this will set out the use of accumulated funds and any subsequent surpluses generated each year. Application of funds will include such items as:

- Working capital to pay festival costs and tax payments as they fall due
- One-off costs associated with obtaining a resource consent for the festival site for the next few years
- Contingency funds to cover possible detrimental events e.g. inclement weather, asset purchases of both additional assets as well as replacement of existing worn out assets
- Site and infrastructure improvements
- Volunteer training
- Festival and site compliance plan development
- Support for community initiatives throughout the year and across the country.

b) Actual results versus Budget

Due to late changes in the Treasury/Finance function, the Budget for 2018 was finalised later than normal but with the support of ExCom a Budget was developed and the actual result achieved exceeded the Budget i.e. there is an estimated surplus after tax expected of \$39,000 versus budget of \$19,000. The improvement on Budget was a result of numerous reductions (for various reasons) in the planned spend on such items as Temple build, insurance, volunteer engagement, kitchen costs, and social media. Offsetting these reductions there were increases in expenditure with larger variances in areas such as the Effigy build and additional site works needed as a result of the inclement weather just prior to the start of the festival. See Appendix interim Profit & loss

statement for full details of the variances. Revenues increased on last year in line with the increased number of tickets sold.

c) Ticket Sales

As with previous years the demand for tickets continues to exceed the population that the event (i.e. the number of volunteers) could support. Growth was carefully managed again this year with a planned 12.5% increase in the adult population cap – increasing it to 1,800 this year versus 1,600 in 2017. The actual number of tickets sold was 1,809 this year versus 1,635 last year. This ticket pricing remained a simple two tier system comprising public full price tickets and discounted crew tickets. Standard tickets were sold at a flat price of \$170.00 plus agency booking fee and as per 2017 to acknowledge the contribution of those working full time on site for at least a week in the build up to the event, crew were again offered tickets at a reduced price of \$95.00 plus agency fee.

Kiwiburn Ticketing Break Down

Year	Number	%	Year	Number	%
2018			2017		
Full Price	1769	98%	Full Price	1609	98%
Crew	40	2%	Crew	26	2%
Total	1809		Total	1635	

Kiwiburn Population Growth

Year	Attendance	Growth
2007	145	n/a
2008	182	26%
2009	250	37%
2010	450	80%
2011	530	17%
2012	536	1%
2013	754	41%
2014	783	4%

2015	954	21%
2016	1485	56%
2017	1635	10%
2018	1809	11%

d) Capital Expenditure

We continue to invest in larger capital items such as on-site huts and an additional shipping container to store all our on-site gear during the year including the additional packed down hut structures. We also purchased a table saw and water pump. Other tools, plant, and equipment were purchased but as these were low value ones - less than \$500 - they have been expensed in full in the current year as per IRD guidelines.

e) Travel Expense Reimbursement

This year we began an initiative to provide reimbursement to volunteers for travel and other expenses. This is a policy that will be developed further by ExCom and in particular by the Crew/Volunteer Facilitators and Team Leads.

f) Ice Sales

This year the hot weather saw a sell-out situation for ice on several days. Overall 1,968 bags were sold for total revenue of \$8,562 excluding GST (\$9,840 including GST). Total costs including the trailer hire and cost of ice used by crew came to \$7,955. Allowing for the cost of ice used by crew this resulted in a small surplus over-all. Thanks to Kora, Urs and the other Depot volunteers for making this work so well.

g) Art Grants

Kiwiburn budgeted \$24,800 in Art Grants this year. This included \$7,400 each for the Effigy and Temple with general Art Grants - including the Community Art Project (CAP) and the Innovation Grant - making up the remaining \$10,000. The financial administration of the grants was run in conjunction with the Kiwiburn Arts Committee (KAC) and in particular Melissa Mephram and Rohana Weaver – thanks for all your help.

i) Team Roles

This is my first part year as Treasurer, and I wish to thank the other team members - Chris Lamb and Laura Papp (past Treasurer and Society Accountant) - who both provided valuable advice and support since I took over the role. A further Kiwiburn member has volunteered their services (thanks) and once revised roles and procedures are confirmed we will be able to review the team structure.

h) Recommendations / Improvements for Next Year

The recommendations are largely the same as last year because as a result of the changes to the Treasury role during the year these were not able to be implemented.

- Tighten up procedures around the use of ATM/Debit cards and collection of supporting purchase documentation
- Decide on a longer term (three to five year) financial strategy. For example, having a year's revenue in the bank for financial security/contingency, having a fund set aside for asset replacement of existing assets as they reach the end of their life and also the purchase of new assets and infrastructure to support the growth of the festival
- Continue to grow the Team by recruiting at least one more team member (at minimum maintaining the current headcount)
- Communicate clear expectations to everyone involved in spending around receipts for compliance (for example, requirements for compliant GST receipts). Change banking services to Kiwibank. This would also help to resolve ATM card and legacy signatory issues
- Continue to improve procedures and tools (budget tracking, bank account access) e.g. discontinue budget tracking spreadsheets in favour of near-real-time processing and budget tracking utilising our Xero accounting system
- Improvements to publishing financial reports
- Investigate alternatives for volunteer appreciation/recognition e.g. to crew ticket sales, travel and other expense reimbursement.

IV. Art

a) Arts and Services by Mel Mepham, Arts Facilitator

Crew Performance

What did our crew achieve this year? In a nutshell... KAC promoted, processed and allocated Art Grants, Innovation Grants and CAP grant. ARTery represented art on the Paddock, presented history of Temple and Effigy, provided a creative space on the Paddock, ran tours, promoted art, and assisted artists as needed. Town Hall organised, decorated and ran the workshop area of Town Hall. Depot provided info, ice, support and smiles for participants. Temple successfully built and burnt Temple. Effigy successfully built and burnt Effigy. Please see each individual report for more details regarding crew training for these. Most of the crews did well in all areas, some communication difficulties, partly due to newness of Facilitator role, lack of availability and knowledge of role, some people just didn't answer emails.

Resources

To be honest, it was hard work managing this year. I felt unsupported mostly and thrown

completely in the deep end. I was unsure what my duties and responsibilities were and a lot of the time did not have the information needed to do the job as I felt that most of the info and communication with my department just needed to come straight from Ops.

At times I had adequate support to perform my role, eg Poppy (Site Safety) was great and stepped up to take over Effigy when I was not able. More regular face-to-face meetings would be beneficial, more information sharing, actual meetings where task lists and jobs are allocated and then followed up on the next meeting. Communication and facilitation training for all those on ExCom or Ops. We have a new organisational structure, and are still working out the bumps, we have still got a way to go I feel. Some departments will grow. KAC has new members so it may need more funding for a summit and more for Art Grants in the future, KAC has plans to start other grants to help diversify and promote arts. ARTery has plans for expanding to include a Performance Coordinator.

Recommendations / Improvements for Next Year

- Improved training: Absolutely. It would be great if all ExCom and facilitators at least got some sort of communication and facilitation training, a lot of the challenges I faced in my role ranged from me not knowing the processes already established combined with the new role. However some of the communication on ExCom continues to be passive aggressive and even hostile at times which is toxic and unacceptable and has hugely influenced me stepping down from this position. However, how can we expect volunteers to act in a professional way if we don't train them and support them to do this?
- Treaty of Waitangi Training. This should be offered to all managers and facilitators, and can be sourced from within the Kiwiburn community – the people who ran the Maori language classes and Maori library this year facilitate these kind of sessions in their real life
- Purchase of specific resources: New tent cover for Town Hall
- Change of procedures: More face to face meetings and change in how meetings are run. In committees I have been involved in before, having meetings, with and agenda and a task list and an allocated time to discuss things helps people stay focused, on task and professional. It also provides an opportunity to identify and allocate jobs, clarify roles and tasks and to ask questions. This would have been extremely helpful
- More volunteers. The arts and services facilitator role actually covers a lot of departments, it is something that could perhaps be divided by two ExCom members to make it a more manageable task
- Improved channels of communication: Absolutely, see in training section.

b) Kiwiburn Arts Committee by Mel Mepham

Crew Performance

Once again, KAC allocated the funding for Art Grants, Community Grant and the Innovation Grant, as well as marketing to try and gain more applications. There was no formal training, we did get together at the KAC summit and were there to support each other throughout the year. We had quite a big roll over in volunteers this year and I think it will take time for people to sink into their roles, we could have started our marketing earlier in the year. Our summit was highly successful, we were efficient, communicated well and I was really happy with how we were able to come to conclusions. This was also good for team morale, and allowed us to support each other more compassionately throughout the process.

Resources

I took over the role after the KAC summit, I feel as if I have a good team, I have had mixed communications with ExCom, some was really efficient, and at other times I felt a little lost. I want to be able to create a more efficient KAC system, and did not manage to do that through this process. Roh was amazing at handing over the position. I could do with some more support from within my team but that is me learning more about how to delegate, and I think I need to find a 2IC. A timeline would benefit our team, and more direct roles. There was a big change in committee members, including a change of Chair, and the funding this year was excluding GST which was a big hiccup for us. KAC allocated \$10,000 in grants, \$800.00 for the community grant, \$800.00 for innovation and the other was divvied out between the large and small grants where it was applicable. We spent \$200.00 on swag, and purchased KAC hoodies for all active members and about \$1000 for the Kiwiburn Summit which is where we made our final funding decisions (I don't think we spent all of that).

Recommendations / Improvements for Next Year

- I would love to see Logan's pyro costs come out of the Effigy budget, as I don't think it fits under the umbrella of the Art Grants, but is valuable to keep
- Funding for kids projects, and help push the family friendly ethos
- We struggled with the finances of having the funding excluding GST so it would be nice to have a concise budget so we do not make the same mistake again
- Not everyone who gets an Art Grant comes through, so it would be nice to have a bit of extra financial padding, if we are given 10% over our allocation then we would not need to try and reallocate funds when people do pull out
- The Summit was great and swag was awesome to build team morale and create a really awesome vibe, so would love to see that keep happening
- I would also like to see an Art Grant pack we can send people when they receive a grant, and would love some help from the Finance Team for this, would be nice to work a little closer to meet the needs of both departments

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- Funding for some signs around the Paddock to help create a culture of respect for our art
 - More conference calls within our teams, we did use Zoom but can only get one hour with a free account, it would be awesome to have a budget for that or change to Google Hangouts
 - I would love to see the Team Leads communicate more so we know each other and can use each others skills to ask questions and support each other - I don't really like Gmail Groups, something that has worked really well for me in other teams has been Slack. However, I appreciate that Kiwiburn uses Groups for consistency and efficiency.

c) The Effigy by Andrew Benson

The crew was epic, highly skilled, and motivated. I couldn't have wished for anything more from a team of volunteers. The build was ambitious from the start, but everyone was up for the challenge and we finished on target on the Monday before Gate day. We were fortunate enough to have three experienced carpenters / tradesmen on board who helped everyone out with use of tools, ideas, and tips to get things done efficiently. We put some solid hours in each day, and had no accidents, no arguments, and no breakages. I enjoyed the role of crew lead, seeing my creation come to life, and enjoyed giving members of the crew some artistic license to make things look how they thought it should look. I think they really appreciated being able to provide some creative input into the final piece of art. We were over budget, by a couple of thousand in the end. We had huge logistical issues at the start when a truck broke down outside of Auckland that we were relying on for transporting materials, which we subsequently had to pay for. This was the first time I'd ever costed a project like this and I guess I was a little shy. On the Paddock, we received a decent amount of help and support from the Ops team for which we were truly grateful. MPW helped us out here and there with vehicles, use of tools, equipment, and manpower. Off-site, prior to the build however, I was left completely in the dark as far as Kiwiburn's expectations go.

Effigy Budget

Budget: \$7400

Estimated expenditure: \$10177.93

Variance: \$2777.93 (37.5%)

Recommendations / Improvements for Next Year

- When the project was awarded, a package of information with some guidelines on the build, what we could expect and what was expected of us would have been invaluable. As it was, I had to figure much of it out myself and relied on one of the members of the crew who had been awarded the project in previous years. I think this level of information would have avoided a few instances of inter-crew frustration and friction and we could have been a little more self-reliant.

d) The Temple by BJ Wilson

Temple Crew were honoured to be able to build this year's Temple. Thanks to daily interaction with Ops, the team enjoyed a perfect balance of feeling fully supported with enough independence to build unencumbered. Our anticipated three-day on-site build was doubted by most. We allowed for two days of poor weather, arriving five days before Gate opening. If the full crew of 10 were available from the beginning, it may have been possible, however crew availability limited us to an incremental arrival of a couple of people each day, so the build took five days. An oversight in our time planning was that each person's arrival involved last minute delays and a half day of setup and prep before being able to focus on the build. Time had also not been budgeted for general workspace setup (shade, tool setup and materials organisation), which took two people most of a morning. One segment of the build (the attachment of the leaf arches to the walls and center tower) was largely unrehearsed during the prefab phase, which slowed the build by nearly a full day.

As part of the team's attempt to remain self-reliant, we had a small scaffold for the build, but MPW's larger scaffolding (plus a spare large ladder) undoubtedly made our build safer and probably faster. MPW's help was cheerful, efficient and timely. Our initial lighting turned out to be too bright on the inside and needed to be scaled down (and then subsequently turned a little back up). In retrospect, we could have put more lighting on the outside. We had some spare material for loading the Temple prior to the burn, but it wouldn't have been sufficient given the amount of space the Temple had inside. Unwanted infrastructure from Two Moons Temple and Raspberry Beret provided more material than was needed. The bamboo from these structures persistently popped during the burn, which many people commented on favourably afterwards.

The burn itself went pretty much exactly as planned. Many thanks to the Burn Coordinator, firefighting crew and the Perimeter Crew. The cladding material (3mm hardboard) was a new material for Kiwiburn builds and worked out fine. Airborne embers that carried away from the burn appeared to be scraps of hessian, of which we had used very little (only for the torches and ignition patches). In previous years, many first-time Burners were unaware of the quiet nature of the Temple burn, so small bells were lightly rung to signal the start of the burn in the hope that it would induce a hush across the gathering. This appeared to have the desired effect. Cleanup was mostly done by the end of the day after the Burn, with some cooling still required before bagging the ashes the following morning. This Team Lead is grateful to Ops for tips and assistance with this process.

Temple expenses were as follows:

\$1963 material

\$1000 rent of the Auckland Burners' Space for prefab work

\$662.00 for our share of the truck rental for transport, which was shared with Effigy crew.

Recommendations / Improvements for Next Year

- Allow time for setup of the workspace
- Have crew arrive as simultaneously as possible and allow for an initial half-day of non-build time for each
- Avoid hessian as a material unless it can be well contained
- Include bamboo only if loud popping sounds suit the burn intention
- Keep at least two crew on site until the final cleanup is complete.

V. Environment, Site Management and MPW

a) Site Management by Jo Artemis

Crew Performance

Site Managers dealt with multiple serious incidents, with Police and Emergency Services in attendance, as well as multiple less-serious but still highly sensitive and complex situations. These situations were managed well, and the festival continued on largely unaffected. A new Incident Report form was implemented this year, with copies also being given to Rangers. This was very helpful, but it has been identified that more training is needed so people know what information to record and how.

There was a Site Manager's manual which detailed the processes for different situations; but mostly there was a reliance on the crew members' own skill sets and previous Site Management experience. A training meeting was scheduled before the event but this didn't happen. A Site Manager did attend the Rangers' training meeting, which was helpful in coordinating the crews - this could be done on a bigger and more intentional scale so that crews know the scope of their own and each other's roles and how they fit together.

Shifts are 12 hours long, with one person in charge and one shadowing and providing support. Site Managers can go on-call and sleep when they need to. We were short of a few people which meant that some of us worked four shifts, which should not happen. While 12 hours may seem like a long shift, it has advantages in that some situations take that time to resolve and it is helpful to have that continuity. Other Burns have Site Manager shifts that last for 24 hours and there have been discussions on implementing this at Kiwiburn as it's a more efficient use of our volunteers.

One thing that was lacking was continuity and cohesiveness of information, both within the Site Management crew and between other crews. Although there is a notebook in which Site Managers should document everything that happens, information doesn't always get recorded or passed on at shift handovers. It would be helpful to have an Ops

meeting every day, with representation from Security and Rangers present to share and discuss incidents so that key information is not being missed. Theme Camps could also take more responsibility in reporting incidents and problematic individuals to Site Managers. A lot of responsibility fell onto Site Managers to ensure that Theme Camps adhered to the Sound Policy Agreement, which was difficult and stressful as cooperation levels varied. This responsibility should also be put back onto Theme Camps for them to manage, with the understanding that failure to do so will have consequences. Otherwise it falls on Site Managers to be the “bad guys” shutting down the party, and this is not fair and goes against the Kiwiburn ethos.

Resources

Site Management is a demanding role that requires just the right kind of person, and we did not have enough of those kind of people on the crew, which meant that a few people gave up a large chunk of their time during the festival. Added to this was the stress of dealing with some difficult situations, which impacted upon the crew’s ability to support each other. Personally I would have preferred to work two 24 hour shifts over the four 12 hours I did, as I would have got to enjoy more of the festival. I had a rewarding experience in my role but there is a lot I intend to do differently next year, namely:

- Implementing a 24 hour shift structure, with the shadow shift having the option to do 12 hours
- Having a solid crew assembled well in advance and attending some form of training
- Having dedicated swag and tea/coffee/snacks available in Site Office
- Having a training hui with all the welfare crews together before the event
- Having a daily meet up during the event to download.

Budget Analysis

None of the Site Management budget was spent this year. As far as I’m aware, Site Managers do not normally receive any swag except for the volunteer patches, and I think this should change. Site Management is a complex and demanding role that definitely deserves recompense. I’d like to identify a core group of Site Managers who are committed to doing at least one 24 hour shift, and have funding allocated for them to attend a crisis management workshop - in this way people can receive Professional Development training as reciprocation for their valuable work.

Recommendations / Improvements for Next Year

- Implementing a 24 hour shift structure, with the shadow shift having the option to do 12 hours
- Assemble a core crew and provide crisis management training
- Get all the relevant crews together pre-event for coordination and training
- Having dedicated swag and tea/coffee/snacks available in Site Office

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- Having a training hui with all the welfare crews together before the event
 - Have daily meetings to download and share information
 - Put responsibility back on Theme Camps to manage themselves, and encourage them to report incidents.

b) Ministry of Public Works (MPW) by Ronan, Infrastructure Facilitator

MPW Manager – Ronan

MPW 2IC – Jamie Ryan

Total MPW crew was 16

This was my second year as MPW manager and the workload was a big jump up from last year, a trend which I imagine will continue as Kiwiburn grows in size and our setup becomes more sophisticated. Again I was blow away by how hard the crew worked, as they took to the list of tasks with determination and enthusiasm.

The weather didn't cooperate and this year it was much wetter then it was windy. Which led to loads of work needed to be done to keep gateways and access roads functional, with everyone working hard right up till Wednesday afternoon, shoveling tons of bark on the worst hit areas. Unfortunately some areas had to be written off, and the map redesigned. The forest was closed to camping again, a prudent decision I, with multiple trees falling during build, including one in the MPW yard. We built ourselves a shaded area to camp under with the help of an experienced member of the Burning Man shade crew. This was a very welcome addition for the crew, and also the infrastructure that all got shade out the front of their respective buildings.

Set up began on 3 January, with the last members of crew leaving site on 10 February, representing 39 days on site. I strongly feel that MPW crew deserve free tickets to the festival, as this is a massive sacrifice to make and leads to a lot of people going into debt to help put on the festival that means so much to them and others. MPW also mostly relies on foreigners to fill the roster, with only six crew of 16 being from Aotearoa. Free tickets are a great way to incentivise and encourage more people to volunteer. Kiwiburn does NOT NEED everyone to buy a ticket anymore and this issue is something I plan on pursuing during the year.

We built two new structures with a new Operations Office being constructed to house our ever expanding Ops and Admin crew, as well as Greeters getting a brand new wooden structure, something they have needed for a number of years. During pack down we identified two existing structures no longer fit for purpose, which will be rebuilt next year.

We needed to order another container (up to six now) to store our ever expanding infrastructure and tool base. A new Medics structure will need to be built as the current structure is no longer big enough for their needs or crew size. I also think Crew Support need their own structure, with their container set up not being ideal. We need yet another

new container next year, with some landscaping needed to be done in the yard to accommodate it.

We had a much bigger 13kw diesel generator which worked really well and gave excellent peace of mind knowing it could handle any unforeseen extra draws. We had three utes for set up, which should be expanded to four during the event due to the extra workload, and Site Managers need a warm vehicle to get around the site at night.

The addition of wireless internet at Gate was a great advantage to the ticketing process, and something to be expanded on next time. Extra generators were hired to provide Gate and Greeters with power for the first time, making them much warmer and welcoming places, with the ability to have lighting and music. MPW also took on Paddock lighting this year, with hazards clearly identifiable and avoidable.

Overall I think set up, the event and pack down went very well, with the crew going above and beyond to handle a demanding workload, as well as all the extra surprises that come with the job of helping run a festival. Again I was very humbled and impressed at the work ethic and high levels of professionalism amongst all the crews and think Kiwiburn is very lucky to have such excellent pools of volunteers to draw on. We also continue to have excellent relations with our suppliers and the local shops in town, with many compliments received on a very well run operation. I am def keen to continue in my role as MPW manager.

Tasks completed this year included

- Unpack containers
- Dig compost holes, dig out blackberry around container, river bed grubbed access walkway to river bed dug, heaps of weed wacking, grub thistles out of camping areas
- Set up: MPW kitchen and hangout area, crew washing area, Site Office (desks, shelves, doors handles and locks installed), power grid and trench cables, fuel zone, work shade structure, dome, califont, trash zone, Medics structure (shade awning, ramp, lights, door handles and locks installed), Gate (desk, shade awning etc.), Rangers HQ. (desk etc.)
- Danger tape site perimeters, ditches and other hazards, driveway reflectors, Ops office
- Lighting around site
- Built: shower box, kitchen furniture, shelves in container, Greeters (shade awning and paint), styles over fences, walkway bridges
- Petrol and Gas refill runs, refuel generators
- Driving missions for the build crews to collect wood, dump runs
- Drainage for kitchen sink and under taps
- Pre clean all toilets

-
- Design and paint giant map, installed next to Depot
 - Signage for: River, Site, Toilets, and Gate
 - Collect and set up road signs from M.E.E.T in accordance with our TMP
 - New container delivered
 - Site wifi set up and internet signal bounced up to Gate
 - Repaint all ARTery tables and boards
 - Shovelled multiple tons of wood bark, sheep shit and river stones to keep gates and access roads functional
 - Cleaned burn scars
 - Bunting set up in forest to mark out of bounds
 - Caution tape set up to identify hazards
 - Massive pile of wood split and stacked for tribal zone
 - Saved drowning sheep. Buried the one we didn't manage to save
 - Burn parameters set up
 - Return EVERYTHING and pack EVERYTHING ELSE back into the now six containers.

Recommendations / Improvements for Next Year

- Shadier shade – double up the shade cloth to block out even more sun!
- Build a container kitchen to run our own kitchen crew
- Set up three solar rigs for Greeters, Gate and Rangers, giving them the ability to run 240 volts and cutting down on the number of generators needed and thus pollution created
- Free tickets for members of MPW and Ops who spend an excess of three weeks on site.

c) Site Office by Tania Whetu, Administration Facilitator

This was my second year as Site Office Manager and I was onsite from 5 January – 3 February. A third office has been built and I liaised between and equipped each building. We now have an Operations HQ, Site Office, and a hot-seating office used by the Town Planners and Finance and Media teams. A focus this year was Health and Safety (H&S). I recruited a team of volunteers to help with H&S during the event. Art and Theme Camps are required to submit a H&S form, identifying hazards associated with their event/installation. The H&S volunteers went around and checked these, along with identifying any further hazards. This is a department I want to see continue to grow in future years.

d) Crew Kitchen by Poppy Norman, Site Safety Facilitator, and Kali Zahira (Operations Manager 2IC)

We hired a private contractor to provide food for the Kiwiburn build crew for the two week set up period. Unfortunately the food was not of an acceptable standard and there were

significant hygiene and food safety concerns. These issues were raised with the manager and after two meetings there had been no improvement. The decision was made to terminate the contract early. Luckily, some amazing people pulled together and we managed to provide nourishing food to everyone for the last few days of set up. An action that in retrospect we should have taken much earlier.

Recommendations / Improvements for Next Year

- Research all possible options for the crew kitchen
- Recruit a kitchen planner to research all possible options for the crew kitchen
- Look into options for providing food to key volunteers during the event.

e) Clean-up, and MOOP by MOOP Army (aka Mondo)

After several years of the amazing Aunty MOOP being in charge of keeping the Paddock clean, 2018 was the first year in the reign of General Waste (aka Mondo). There were challenges, there was triumph, and of course... there was MOOP. This year the MOOP army completed a full sweep of all three paddocks, the Forest and the river bed, including areas outside the event perimeter... you know... just in case! We also spent Monday morning of the event going around to Theme Camps and art projects in order to remind returning participants to sweep for MOOP and encouraging first-timers to do the same.

Training for the MOOP army was minimal. Completing line sweeps is not the most mentally intensive or challenging job, and for the most part is rather self explanatory. As commander of the MOOP forces I gave the best training I could. For my leadership position however I felt as if I was not provided adequate training or any explanation beyond the basic volunteer position description pdf. A consequence of this meant I felt under prepared for the task, however after completing the position I feel like I have much more comprehensive understanding of what is expected from me and my team.

This extends to the budget as well. I was unaware I had access to one, therefore barely spent any! The hiring of the skip came from this budget I assume, but was actually hired by Nan. Now that I am aware there is access to funds, more money can be sunk into the team. Ideas for this include buying work gloves for all team members for those sticky situations, as well as investing in swag. In terms of volunteers, we had a mixed bag of experiences this year. The volunteers who stayed, and those who stepped up unexpectedly where absolutely phenomenal! They worked hard, they worked fun and they never complained, even when faced with mountains of spew! What was disappointing was the lack of commitment from other volunteers who had signed up. Out of 20 participants who signed up, only five stayed post-event. These numbers dwindled further with the sudden and unexpected departure of two of these people after only one day of MOOPing. This was particularly distressing as one of these two where allocated reserve tickets and joined us from DPW in Nevada. Luckily three of our own MPW

stepped up and saved the Paddock by joining us on sweeps. Many big thanks to all of you!

My experience as a manager this year was overall really good! I feel like I faced the challenges presented with a calm and collected demeanor and my confidence in leading a team has grown exponentially!

Recommendations / Improvements for Next Year

- Allocating budget for joining the MPW/crew kitchen, not only for taking some of the pressure of LnT volunteers to make their own food, but also as a way to improve community cohesion within the pack down crew
- I would also like to see the separation of MOOPed goods separated better and the useful objects taken away and upcycled if possible. This will be easier with myself having my own vehicle
- It has been previously mentioned the idea of the MOOP Army timing their clean up to coincide with the finishing of MPW pack down. This means that we would be able to MOOP the areas which are still in use post-event (Depot, bozo island, crew kitchen etc) and will take some of the workload off MPW.

f) Noise Management by Poppy Norman, Site Safety Facilitator

A set of guidelines for sound was developed by Ops, ExCom, a sound expert, and representatives from most Sound Camps. The community mostly responded well however there were some groups that, although agreeing with the policies prior to the event, got carried away during the event. A cut off time for loud large systems was set though unfortunately most Theme Camps had to be told to adhere to the policy multiple times a night for the duration of the event. Some individuals became hostile and abusive when asked to do so. We hoped that Sound and Theme Camps would show their understanding of the principle of Civic Responsibility by self managing and making sure they followed a plan they helped create, however this did not seem to be the case. The sound policy was created so that Kiwiburn could continue to happen, the policy was breached and so was the resource consent - this has led to issues for our current resource consent application. Kiwiburn does not create restrictive rules for the sake of it, nor do our volunteers wish to spend the whole festival telling people to turn the sound down, especially when the camps are well aware of the situation. If people want to keep having the event, they will need to take more responsibility and self manage their own Sound Camps. A strict and detailed plan will need to be developed for future events - this will need to include how the policy is implemented, what happens with unregistered camps/sound systems and consequences for camps that breach the policy.

VI. Paddock Safety

a) Operations, Health and Safety by Poppy Norman, Site Safety Facilitator, and Kali Zahira (Operations Manager 2IC)

The 2018 Operations Team consisted of Poppy Norman, Fletcher Handscomb, Kali Zahira, Jasmine Hunter and Karl Matthews. The Operations Team is responsible for overseeing, managing and supporting all departments, managers and Team Leads while on site, and are liaisons for security, medics, contractors, locals, landowners and the Council. We also deal with any major on site issues or emergencies.

During build, Ops held daily morning meetings with the build leads to discuss the day's schedule, weather, trips to town, resource sharing (eg use of utes, all-hands tasks), and troubleshooting. The meetings ensured we were all checking in regularly and were extremely valuable. We checked in with all departments throughout the day to ensure things were running smoothly and dealt with any issues that had arisen since the meeting. Ops was also responsible for the overall layout of the site and the placement of key infrastructure, including participant services, roading, signage, Effigy and Temple.

Once the event started our focus shifted to the day-to-day operations of the event. Ops regularly communicated with each other to ensure one of the team was always able to respond if and when needed. The nature of the event means that things are mostly done reactively, so Ops had to be ready to deal with whatever came up, ensuring infrastructure ran smoothly and dealing with issues and emergencies as they happen. Due to the limited number of appropriately skilled and available volunteers, the majority of Ops also work as Site Managers during the event.

Despite this being a challenging year, the Ops team pulled together and worked efficiently to solve problems as they came up. We learnt many important lessons this year and will continue to improve the Kiwiburn operations. As Ops works in all areas of the festival, we have chosen to, for the sake of brevity, only summarise certain areas for this report. If anyone has any specific questions or would like any further information please let us know.

Manuals and Documentation

A couple of weeks out from the start of the festival, it was brought to our attention that most departments had not developed and shared all necessary manuals and procedure documents, and most of those that had been done were not adequate or correct. We spent several intensive days working through all documentation which took us away from other important work. In future, all documentation must be completed and approved by Ops prior to onsite work commencing.

Security

There were some significant issues surrounding the professionalism of the security company this year. Despite raising this with their management team several times there was little improvement. We will need to look into alternative options for future events.

Safety Issues and Culture

We dealt with some very serious and difficult incidents at this years event. These incidents and other smaller ones have caused us to feel extremely worried about the nature of Kiwiburn and the direction it is heading. As the people who deal with things that go wrong on site, the potentially irresponsible and dangerous use of intoxicants scares us. This concern has led to the development of a discussion group for a conversation with all of the community about our values/expectations/what we want Kiwiburn to be, and to develop a set of intentions or guidelines separate to the Principles. Please join the [Kiwiburn Culture Focus Group](#) and share your thoughts.

Recommendations / Improvements for Next Year

- Recruit more people for the Ops Team, particularly during the event to allow for down time for key volunteers
- Develop a workable and realistic plan for note taking and record keeping
- Hold community focus groups to examine our culture
- Develop a new early entry policy and recruit people to help with the administration and execution of this policy
- Develop a plan for recognising and thanking all volunteers but particularly those of us who work full time for a month on site in high responsibility roles
- Hold a multiple day meet up between key people to write and develop all documentation including manuals, procedures, policies and job descriptions.

b) Medics by Paul and Kristy Chaffe

It was a very challenging year for us and we have some concerns which we would like to raise. As the event population increases, our workload increases exponentially, and so do the risks of significant medical emergencies.

Cliff Falls

Two people were critically injured during the event, with both bypassing Gate and attempting to gain entry outside of given Gate hours. Both fell over 70 metres down shear bluffs (within 20 metres of each other). A third person was also identified during the event who had fallen down a less spectacular slope whilst sneaking in, they sustained minor injuries and were evicted. Although none of these events were within Kiwiburn (all happened on a public road), none would have occurred if Kiwiburn wasn't on at the time. Did we learn from the accidents? Yes. Can we do more in the future? Yes.

Medical Emergencies

This year we dealt with our first significant medical emergency. A participant came close to dying at the event, requiring CPR to be performed and medical evacuation from site. Kiwiburn isn't just another summer festival, it has 10 Principles which make it more socially responsible than other festivals, and it's these principles that Kiwiburn can look to in the future to help make the event safer for all. Civic Responsibility - we feel Kiwiburn should have onsite warnings about the dangers of mixing intoxicants, information around this, and common side effects. Something as simple as a poster on the inside of the portable toilets would go a long way.

We also dealt with a very serious and deeply concerning situation involving a young child who was transported to hospital in a critical but stable condition. In our opinion, Kiwiburn needs work to continue to claim to be a child friendly environment. Again, Civic Responsibility. Deep Space, Sanctuary, Rangers, all dealt with increased numbers of intoxicated participants.

A few years back, we didn't have any of these additional services available at the event, now they are critical. What's changed? What's different? Was it the hot weather? Increased participant numbers? More first timers? We are not sure, but what we can say is that education is key. We love Kiwiburn, we have attended all 12 of the North Island stand-alone events, we don't want the event to falter or fail, though it is in very real danger of becoming just another generic summer festival. Don't let Kiwiburn become an excuse to get wasted in a paddock and nothing else.

Summary of Incidents

- 128 participants through the medic shed
- 1 x Status 1 Patient
- 1 x Status 2 Patient
- 4 x Self transport to Hospital
- 18 x Treated 'onsite' by the ATV.

c) Gate by Jasmine Hunter

Crew Performance

Margaret Kramer stepped up again this year as Gate 2IC volunteering long hours with help from Lance. We also saw returning crew who managed multiple shifts and many crew stepping in to volunteer at the last minute, in some cases starting unrostered shifts upon arrival at Gate. Each shift changeover is driven up to Gate, trained and returned to the Paddock. As Gate is open for long hours and for most of the event it is clear that we need more than one 2IC, my downtime was minimal and I was severely burned out by the end of the event. We had a similar number of volunteers this year as 2017 with 47

rostered on pre event. Unfortunately we still had empty shifts by the Wednesday and we had four volunteers not show up for their shifts.

Even though the Gate Manual was emailed to each volunteer prior to the event, volunteers were still trained at the start of each shift, and job descriptions were stapled to the walls of the Gate building for easy reference. Relaying important information became more difficult on Wednesday afternoon when there was pressure on volunteers to alleviate the the build up of vehicles and impatient arriving participants.

Due to the extreme rainfall prior to Wednesday making large areas of the site undrivable, Ops and Gate made the decision to advise the community through social media channels to delay arriving after midday to give the ground a chance to dry out, and to lay bark which was delivered and spread onsite Wednesday morning. This year 55% of the total number of participants arrived after midday on Wednesday resulting in a wait of up to three hours and putting a strain on both Gate crew and participants arriving. The alternative to the usual early arrivals would have seen hundreds of vehicles becoming stranded onsite and even more backed up which would have lead to chaos. Gate Crew identified participants with young children and sent them to the head of the queue.

There has been much advice given to the Gate department, such as we should be using multiple scanners and going down the line of vehicles scanning people in. Unfortunately it is not that simple and myself, Hayley Ware, and Karl Matthews all agree that it not possible to do this without compromising the overall necessary procedures to enter each participant to the event. There is a lot of crucial information to check and impart, myself and Hayley have discussed at length ways to ensure the process is smoother next year including the formation of a new Gate traffic sub-crew and introduction of a separate Ticket complication lane. This new sub crew of Gate will be dedicated to traffic control and relaying information, and will have a seperate Shift Manager who will have an RT to communicate with the Shift Manager located at Gate and the Gate Lead. This sub crew will only be required for the Wednesday that the event opens. This Crew will also be enforcing an immediate vehicle turnaround to participants who can not show their ticket ready for processing. **One of the biggest hold ups at Gate is participants not being prepared with a copy of their ticket.** Unfortunately the entrance area at the site doesn't allow for additional rows for processing, however we will be introducing a new area to remove vehicles for genuine issues with tickets to work with a dedicated ticketing team. We appreciate that it is frustrating to arrive to Kiwiburn and have to wait in a queue, though participants need to adjust to this possibility as Kiwiburn grows.

Numbers through Gate

DATE	SCANNED	2017
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Sunday 20/01/2018	58	0
Monday 21/01/2018	85	61
Tuesday 22/01/2018	210	208
Wednesday 23/01/20018	1034	949
Thursday 24/01/2018	241	189
Friday 25/01/2018	140	101
Saturday 26/01/2018	19	27

Resources

- Gate had WiFi this year! It made a huge difference to processing tickets as we were able to get live updates from the Quicket app, and the Quicket employee sent to attend was able to use his laptop at Gate to address any ticketing issues on the spot. Gate purchased two new smartphones which had the Quicket app installed for processing tickets.
- Robin from Quicket worked with his laptop out of the Gate building all day Wednesday - Friday
- Gate had use of a hired 4-door, 4WD ute with covered tray to take volunteers up to Gate for their shifts, then back to site. This was an improvement from the massive 2WD van last year with no back seating, especially on the bumpy road going up to Gate. The Gate vehicle needs to be available for use from Sunday at the latest as it's not ideal for the Gate Lead to be using their own vehicle all day up and down the road with wear and tear and getting stuck onsite multiple times. I had to pay for my personal vehicle steering to get realigned afterwards.

Budget Analysis

Budget:	\$1,300.00
Vehicle re-entry fee (taken in cash)	\$730.00
Expenses:	
Crew t-shirts	\$725.22
Mobile phones for scanning x2	\$311.30
Groceries	\$154.40
Petrol, HiViz Vests, Printing, CD player	\$182.24

Total spent:

\$1,373.16

Recommendations / Improvements for Next Year

- The purchase of a third smartphone for onsite ticket processing
- The purchase of three new wristband crimpers
- MPW to consult Gate before erecting the Gate building to gain maximum lane potential. Jasmine and Hayley have created a specific layout for Gate in order to maximise the space available and minimise the traffic build up down the road on Wednesday so it's crucial that MPW consult Gate prior to build.
- A third in/out lane created for Wednesday only to assist with traffic control for ticketing issues which will be serviced by the Ticketing department
- Security roster to be synced with the Gate roster
- Review the Security contractors. Security were found asleep at Gate at least once leading to multiple break ins, they also left Gate unattended without communicating with Ops, and there were times they were taking it upon themselves to relay information about the event which was incorrect.
- Gate to have a RT docking station
- Gate to close earlier on Friday night (currently midnight)
- Greeters roster to be synced with Gate roster
- A new Gate traffic sub-crew to be created just for the Wednesday
- Improved power at Gate. The solar setup from previous years was easier to manage and more reliable. The generator was difficult to start, would cut out and fuel needed topping up a few times a day. The fuel also went missing overnight once
- The Ticketing Department to be located at Gate again on Wednesday. This will hopefully be the Quicket developer Robin again, along with a volunteer. They will be stationed to the side of the Gate building, closer to the fence and there will be a third lane where vehicles with legitimate ticketing issues will directed to
- Security to be based closer towards the main road overnight to intercept people breaking in.
- Hayley Ware is taking over the role of Gate Lead. Hayley has been volunteering at Gate as a shift manager and has developed a strong interest in this area.

d) Black Sheep Rangers by Andre "Fluffy" Goble and Sam "Loco" O'Sullivan

Crew Performance

The Black Sheep fielded one of the largest crews on the Paddock during Kiwiburn 2018 with a total of 61 Rangers. 16 were returning after participating in our inaugural (2017) Team. A few more had Rangered at other Regional Burns or had participated in Paddock Relief prior to 2017.

One of the key goals of the Rangers for this event-cycle was to implement continuous 24-hour Ranger coverage of the event. This target was raised during the ExCom Summit, where it was suggested as an operational prerequisite to raising Kiwiburn's population cap. We are pleased to report that we were able to have Black Sheep continuously on the Paddock from 10am on 24 January until 10am on 29 January, as planned. On two occasions individual volunteers failed to show up for their shifts.

Another goal for this year was the evolution of Ranger Haven into a more mindful, wellness space, conducive to self-care and personal growth, in addition to holding space for participants in acute distress. This initiative led to the Sanctuary project which was well-received, and appeared to be frequently utilised by members of the community. The Haven space itself has been given over to crew "mustering", briefing, and support functions, allowing us to better take care of our people. We have been able to streamline operational-planning, budgeting, and volunteer management, through embracing new tools (such as G-Suite) and establishing improved processes.

On-Paddock, the crew performed excellently in terms of positive interactions with the wider community as well as with each-other, and the Black Sheep have begun to develop stronger morale and a distinctive team culture. One area in which the Rangers could improve is with protocols around reporting, particularly in terms of detailed, consistent log-book reporting and filling out incident reports. More active channels of communication with groups with whom we hope to be work more closely, such as Deep Space and Two Moons Temple are in mind.

Handovers happened smoothly and on time according to the shift plan. Adequate information was conveyed in terms of what happened and what needed to be followed up. Some of the crew feedback that we have received related to shift lengths: some wanted shorter (three-hour) shifts, while others indicated that fewer, longer shifts might be less disruptive.

Training

Ranger training took the form of two-hour sessions conducted on-Paddock using a workshop format. Two sessions were conducted with approximately 30 attendees each. We had participation from long-serving Rangers (including a member of BRC's Ranger Academy), a discussion on consent with a representative from Two Moons Temple, and Jo Artemis from Site Management talked with us about incident reporting.

A great deal of effort went into making information accessible to our new volunteers, including updated and refined manuals, the introduction of on-Paddock mentoring, and a trial of a concise "Paddock Guide". The content communicated at training appeared to translate into appropriate behaviour during shifts, Rangers were able to make effective use of radios and the logbook, and the community reported positively about their

response to incidents. Rangers did not appear to complete as many incident reports as expected despite receiving information on how to do so from Site Management. Concerningly, it appears that not many Rangers had taken the time to read the manual released pre-event, or indeed read much of the information sent to them. One point of crew feedback related to improving the degree of trainee engagement during training. We might improve training with more exercises involving interactive participation.

Budget Analysis

The final budget allocation for Ranger operations was \$1250 (excl. GST), a 10% increase on last year. Expenditures for Ranger operations totalled \$1174.84 for this event cycle. This level of budget allocation (proportional to crew numbers) is adequate for maintenance of the crew. The biggest line-item in our budget were for crew “schwag” items. Purchases of facilities were relatively small and focussed on crew services, such as hydration for crew. In future years, we expect to invest more in crew-support facilities. We worked hard to secure a \$1000 budget-allocation for the purchase of a structure suitable to house Sanctuary, which we could use on an ongoing basis. Communications with the Site-Safety Facilitator indicated that a tent had been purchased. Once on the Paddock, however, we were informed we would be borrowing a shelter instead. We request that a similar budget allocation be made next year to purchase a permanent tent.

Recommendations and Improvements for Next Year

- We expect to be operating a Black Sheep crew with a target head-count of about 77 Rangers, again running shifts continuously throughout the event
- Things appeared to run quite smoothly, though tweaks to our operational procedures can be made
- Rangers currently struggle to get intoxicated people back to their camps, and they frequently prove an unwelcome disruption to any space they are taken
- An additional crew-screening process is needed for potential volunteers, though the form this will take is not yet decided
- The improvement of crew facilities and services is a reasonable goal for a team that works 24 hours every day of the event. We’d like to be able to better support the people who give their time to support our community as we believe that this is the best way to secure a sustainable, dedicated support-base of volunteers
- From an administrative and planning perspective, the main theme of suggestions has been “more communication”. In particular, we think more open communication with Site-Ops on the Paddock would have avoided a great deal of confusion around facilities, resources, and set-up.

e) Conduct Committee by Jo Artemis

The Conduct Committee (CC) was created in December 2017 following discussions from the Kiwiburn Summit, as the need was identified for a consistent and formalised process to investigate incidents and to make recommendations for further action. Jo Artemis

applied for and was voted on by ExCom for the position of lead. The Conduct Committee stands outside of ExCom, and has a private and secure email and storage suite to hold confidential conversations and information. Our vision is to make Kiwiburn a safer place, and to promote a culture of caring, accountability and consent within our community.

Crew Performance

This year a huge amount of work has gone into developing policies and frameworks, and outlining processes and procedures. There is still some finalising to do, and all of this information will be available online for the Kiwiburn community to view. We have also put together information for the Kiwiburn website describing what the CC does, what people can expect from the investigative process, how our decisions are made, and the different levels of possible outcome. We were expecting to be immediately inundated with reports, recent and historical, although this has not quite been the case. It has given us the opportunity to get our processes firmed up and put into place, and it suggests that there is work to do in making the community aware of what we do and how we operate so that people feel safe to come forward with reports. It does feel that that trust and awareness is starting to build, and we hope to back this up with decisive and clear, and also extremely balanced, well-considered action.

Resources

It's been quite a daunting task, building this whole thing from scratch. There are some resources to draw upon, but it is a hugely complex and important service that needs to be done right. Through our evolution we have developed clear processes and frameworks which keep our work thorough and consistent, and my counselling training and professional support has proven invaluable for me in doing the role justice. I'm grateful to have two other committee members, Andy Flint and Kat Kellie in whom I have full trust and faith, though we are in strong need of more members, and it is vital that they have the right aptitude, skill set, and ability to commit; and these people are hard to find. The CC is also exploring transformative resources and mediation processes to offer, and has been slowly building a network of professionals and agencies that can support us in our work of promoting growth and accountability. The CC has also been fortunate to be offered the professional services, pro-bono, of a lawyer (not part of the Kiwiburn community) who will assist with finalising our policies and procedures.

Budget Analysis

So far we have spent nothing, but there will be a provision allocated in the budget to fund training and professional support.

Recommendations / Improvements for Next Year

- Throughout the next year we will be seeking applicants to join the CC to get us up to our projected quota of seven members

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- I aim to have all our policies and procedures finalised and fully ratified within the next month, although these documents will be constantly subject to scrutiny and improvement as our work progresses

VII. Community Services

a) Depot by Kora

Aside from issues with ice, the Depot ran smooth this year. I found it straightforward, pre-event I struggled with what we had and what we needed, but once I arrived onsite it was easily sorted. It would have been nice not to have to leave once I was there so we drew up an inventory for next year. Site Office was particularly helpful, but all Team Leads were dope.

Volunteer leads were the best pre-event. Systems from previous years still worked well, my 2IC, Urs, has a wealth of knowledge at her fingertips so was infinitely helpful! Our crew was ace, even in the face of our Eternal Ice Dilemma and I adored my shift managers! Beth, Jasmin, Kathryn and of course Urs were kick-ass. I was on comms all day but was hardly ever called. When the odd volunteer didn't turn up, the shift was covered quickly by someone who happened to be around.

Shift managers came early to run through procedures, everyone else got a run down when they arrived. This worked well, the various manuals in our Amazing Red Folder were great reference points. It will be cool to build on this information folder over the years as more random questions get asked. From what I heard, our volunteers loved it and many would love to return next year.

Four hours per shift was great, might heed Isa's advice from last year and change our hours/shift times to 10-2 and 2-6 as the changeovers got a bit cramped. Location was fab, building was fab. The big big map that Scar painted was SO FABULOUS (thanks!) - multiple people could look at it at once, it was clear and the key was straightforward. If we can do the same for next year I would be the happiest woman alive, if the map stays mostly the same it will be a breeze.

Budget

We pretty much spent all of our allocated budget. A lot of the office-y supplies will still be useful next year and I would like to put some dolla dolla bills into some kind of usable kitchen for instead of an adorable but annoying corner. Food budget could be a smaller, however, many of our volunteers didn't realise the food was for them and that might change with a different set up.

Lost Property

General rule is 'small and valuable' though that can be difficult to determine. No one really knows what we take and I still have a wee box of unclaimed stuff. Most things people inquired about I didn't have, most things I have people didn't inquire about. We should probably take fire toys even though they are big, or see if FloJos will act as fire toy lost property. Not a huge issue, small items are easily dealt with.

Ice

I left this to last because it SUCKED this year. In short: we ran out multiple times, the Ice Guy over charged us, we often had partially melted bags. We sold 2029 in total and apparently drained the ice supplies for miles around! That heat wave kicked butt. From what I had been told, I didn't need to get a quote or cost per bag pre-event. Next year I would like to draw up some kind of contract for whoever we get ice from, needless to say we will be changing suppliers. The ice trailer is still a great idea though. For more information, see [here](#)! Aside from that, I'm pretty happy with this role and I'll be back next year! Urs says she will too.

- **Recommendations**

- We were the official unofficial volunteer hub; we often had people coming up to offer their time with nowhere to send them, volunteers asking when their shifts are or Leads asking us for volunteers, so it would be great to have all volunteer schedules and also updates on volunteer needs throughout the event

- I would like to establish how many bags of ice each department has allocated to them. MPW had no idea that there were bags allocated, ARTery was sure it was ten.

b) Town Planning and Placement by Emma Morris, Cameron Ryan, and David Hursthouse

Crew Performance

This year the Town Planning team worked with Ops to dramatically change the layout of the Kiwiburn Town. The Effigy paddock was opened up for high-energy and high-volume camps; General Camping paddocks were removed in favour of integrated camping throughout the entirety of the site; and the four paddocks were organised based on sound to mitigate external disturbance.

The Town Planning team invested considerable effort bringing clusters of similarly themed camps together to create a Village atmosphere throughout the Burn. The Team also prioritised open spaces throughout all areas for art and human interaction. All these aspects worked extremely well, contributing to a fluid flow throughout the Burn and ensuring that there were interesting and engaging experiences layered throughout all areas of the Burn at all times (excluding the Lower Paddock).

The Town Planning team engaged in peer training, and excelled with Theme Camp liaison, overall design and pre-event organisation/layout. Future improvements depend on keeping up the momentum throughout and post-Burn to ensure all ropes, pigtailed signs etc are removed at the appropriate times. Other improvements could be made by spending a bit more time on site pre-Burn, growing the team, improving signage and improving liaison with Ops.

Resources

The management role was shared between the three of us which is a major change from previous years when the role has been performed by one person. This helped significantly as we were able to share the load and split the tasks between us based on our strengths. We had a crew of 'Help-U' volunteers on Wednesday which were great support but on reflection it would function more smoothly if we had a team of volunteers from earlier on who we could train to know the maps really well and delegate tasks down from them to other volunteers. Other ideas to make our role function more smoothly would be an early site visit to understand what we are working with, as well as more collaboration with Ops and MPW before anyone arrives on-site relating to overall road layout, and key placement such as parking, Effigy, Temple etc.

Budget Analysis

We didn't spend any money on town planning as MPW purchased items that we needed for us and there were already a lot of items on-site eg. pigtailed signs, rope, tape, markers and printing costs. We would like to refine the process for marking out Theme Camps and roads so it's more efficient, and try to reduce costs on materials and labour marking everything out and taking it all down again.

Recommendations / Improvements for Next Year

- Do a site visit earlier
- More colab with lighting / street signs / roading
- Measure out actual size of camps on-site
- Refine arrival process
- Team of volunteers from early on who know the map really well and can answer all the questions and place people
- Get volunteers to make street signs.

c) Art and Theme Camp Registration by Anne Starkey Taylor

The role of the Art and Theme Camps Coordinator is to record incoming registrations (Art, Theme Camps and Events), and to facilitate the communications between the Art and Theme Camp hosts and the Kiwiburn Organising Teams. All registrations are acknowledged by e-mail and information is provided re H&S, early entry, sound levels, parking, pack down and MOOP.

Camp/Art information and space requirements are shared with Town Planning, the online event page is updated, Town Hall is booked as required, H&S forms are collected and passed on to the H&S Officer, early entries are negotiated and communicated to Gate and finally, the registration information is formatted for inclusion in the Event Guide.

This year we had 56 Theme Camps, 43 Art registrations and well over 200 events – our biggest year yet and one of the smoothest in terms of registrations. All the registrations flowed through from the website registration pages without issue; the registrations document was shared as a Google doc with Town Planning, Ops, Gate, Arts Committee and Admin which ensured that everyone was able to look in whenever they had need. Communications between the teams was easy and efficient and all in all we had a very smooth process. It was a great pleasure to be working with Jasmine and also with the new Town Planning trio. The only small misunderstanding was about early access. I granted early access to small crews as per the guidelines on our website and sent only the larger crew requests through to Ops, I realised a bit late in the game that Jasmine had wanted ALL requests to go through Ops. Will make a note to update the welcome letter next year and perhaps we can consider put a little web form together for early entry requests.

The events side of things is getting much busier and is generally very last minute. Most of the larger Theme Camps keep an internal events list and only officially register at the last possible moment (180 registrations were received on cut off day). Last year this was a bit of a disaster but this year we anticipated the rush and had a slightly earlier cut off. This worked out really well as it allowed some extra time for communication, processing and formatting in preparation for the event guide. As Kiwiburn grows this role will continue to expand and we need to look at finding a volunteer to assist with the role (or at least have a backup person that has full access and an understanding of the process).

Recommendations for Next Year:

- Early checks to ensure all web links are working correctly and regular checks on the back end of the web site to ensure all forms are flowing through
- Continue wide sharing of registration document to all teams
- Repeat the early cut off deadline to allow time between registration cut offs and event guide
- Plan for early entry process ahead of time / perhaps a web form?
- Find a volunteer to act as back-up / 2IC this role
- This was my seventh year as A&TC co-ordinator and I would like the job back for 2019!

d) Greeters by Dr Sea Rotmann, Jamie, and Sarrah-Jayne

Crew Performance

We had a three-lead Greeters team this year, Sarrah-Jayne, Jaime and Sea, all of whom have been enthusiastic Greeters since time immemorial. We wanted to make sure that Kiwiburn Greeters was going to arise out of the past dysfunctions and the “you either love it or HATE it” split mentality to something that could provide whatever was needed for everyone who entered Kiwiburn – hugs, welcome, quick instructions, or the full shebang initiation including a run-down of the Ten Principles via the magic of “cinema”.

We ensured that there always was CHOICE – starting with two lanes to Greeters, the “fast” lane for everyone who had done it 100 times, had driven for nine hours with cranky two year olds or who arrived just before dark and wanted to set their tent up real quick. In this lane, we provided the bare minimum, very efficiently. Checked that people knew the Principles, where they were heading, where the main areas of help were on the Paddock. Some stayed in their cars and seemed grateful to be able to crack on, quickly.

The vast majority of Burners, however, chose the “everything” lane. They were asked to leave their vehicles, if they wanted a hug, if they wanted to enter our special “gateway to Kiwiburn”, a tent that had 1000s of strips of fabric hanging in it, with nice essential oil smells diffused in it and where a didgeridoo or other welcoming sounds and bells were played for everyone who chose to find their way through it. The Greeter crew assembled on the outside and when people found their way through, greeted them with a warm and enthusiastic “Welcome to Kiwiburn!”. Everyone could choose what they wanted to do next – including having a spank (we had a collection of spanking implements to choose from) for those who actually liked this “tradition”. It was chosen by more than half of the Burners – but it was very clear that no one had to choose this option, nor was there any peer pressure that we observed.

We also set up a movie both for kids and Burgins (or anyone, really) to watch our re-creation of the Ten Principles with toys. You can see this Oscar-worthy epic [here](#). People really liked it, kids especially, and it helped calm down a few frayed nerves, just by being in a dark space for a few minutes and relaxing watching toys re-enacting the concepts of “consent” and “immediacy”.

Our crew of volunteers was amazing this year, almost all showed up, almost all on time. Everyone arrived an hour before their shift started to give them training and let them observe the “old” crew to see what’s happening. Some super enthusiastic volunteers that hadn’t even signed up for Greeters shifts ended up doing several, including eight hour long ones! Seeing we had a three-lead team, one of us was always there to manage and be radio support. We are inspired to match shift changeovers to Gate shifts.

Resources

There was far less chaos, much better shelter, much more fun stuff to do, much more choice for everyone, much better-organised Gate/Greeter/Parking crew communications.

Jaime did most of the communication with ExCom, found some processes seemed overly rigid, though made it work and were grateful for all the support.

Big, huge, massive thanks to Ronan and his crew for building us such an epic shelter and really working with us to make sure we could set it up the way we envisaged. Also huge thanks to Jaz and the Gate crew, for working so well with us managing traffic, especially when we had the ambulances and cops here.

And always, big thanks and hugs to everyone on ExCom who works so hard all year round to make Kiwiburn the best little Burn in the world. Thanks for trusting us to bring Greeters back, we think we managed to do that, based on the enthusiastic feedback we got from everyone. A bit more trust to let us do things without needing sign-off for every little thing would help our operating next round.

Budget Analysis

Greeters spent \$988.00 all up - Sea \$179.00 on props and art supplies; Jaime \$517.00 on fabric, tent, lights - infrastructure; Sarah Jayne \$293.00 on food and bits and bobs. To make Greeters really fun for everyone, a decent shelter like we had this year is really imperative. The portable toilet was much appreciated too. We used our \$1000.00 to the full extent and some things can be reused next time, but I'd still spend close to that much to make sure it's a wonderful place for everyone to hang out and to be welcomed into Kiwiburn.

Recommendations / Improvements for Next Year

- Purchase of specific resources
- Change of procedures, get some things to require less sign-off (e.g. how we run our internal comms or training)
- Improved channels of communication with ExCom, especially in the run-up
- Don't scrimp on infrastructure or budget for Greeters, we are an important part of a well-run Burn :)

e) Town Hall by Nicola Dodds

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

f) ARTery by Eryn Gribble

Crew Performance

The ARTery supported the KAC by promoting, processing and allocating Art Grants and other associated tasks. On site we set up a large marquee (3m x 6m) which was an open to all creative space on the Paddock. Within this tent we presented history and information of Temple, Effigy and Art Grant processes. The ARTery had many art supplies provided to participants and collaborative games for people to play. We were

really pleased at the curation of this space - it was well utilised throughout the event and looked awesome. MOOP sweeps were undertaken everyday of event. We assisted artists as required during pre event, and during event and we held five events during the festival:

- Night time art tour, attended by some 30 participants
- Artwankers tour, attended by some 60 participants
- ARtery opening night, attended by some 30 participants
- Art gifting
- Art Grant information session - this was unsuccessful with no participants attending. See my recommendations for how we will run this differently in the future.

Volunteers this year were utilised differently than previous years - the core team was myself and Rohana Weaver. The ARtery being (wo)manned by volunteers seems to be an unnecessary use of human resources, being the space is designed to largely run itself. Volunteers are vital for setup, MOOP sweeps during event, general support during event (generator, lights), packdown and the events. There was no formal training as the volunteers worked alongside the team leader and the volunteer roles minimal. KAC team members also supported by attending events, and ARtery and KAC is a more cohesive unit this year which is fantastic.

Resources

My experience as a Team Lead is positive as after three years in the role I have formed positive working relationships with key contacts and I'm aware who those people are and how to find them - my feet are found! I had fantastic support from the Arts Facilitator (Rohana) during the lead up, and onsite as a core volunteer! Mel (KAC Chair) and the whole KAC team were fantastic to work alongside. MPW lead Ronan was available pre-event to discuss logistics and answer any questions, another pleasure to work with. Huge thank yous to those core contacts, and to the ExCom and others for their help and support.

I'm still learning things, and making sure to make note of any learnings so that they are available in the future. I perhaps spent much more money than I needed to on printing for example, not knowing that some Site Office resources were available to me. I was grateful to receive my request of a large "stand alone" tent this year. Thank you! This is vital to the success of the space. ARtery was constantly busy and required the additional space. In the future we could even look at larger tents as we expand - I see ARtery as a "town hall" vibe for arts related activities and more public spaces - and shade - critical as the event expands. Support from MPW on infrastructure always appreciated, they created new walls and tables to my specs which will be able to be utilised in future events.

ARTery has also been allocated more space in the container for year-round storage, a request from previous years. Pleased with the move to Gsuite and have merged all ARTery files over to the Drive, so that documents are available to future successors. Have created resources such as timelines and job descriptions so that documentation supports the role and is current and up to date.

Budget Analysis

This year ARTery had a budget of \$1000.00 (GST excluded). The Arts Facilitator Rohana Weaver successfully advocated for us to have an increase being we have a new space and the expansion would incur some additional costs. ARTery spent \$1151.67 (GST excluded), a little over budget. This was largely due to a missing box of portfolios - photos of previous Effigies/Temples needing to be reprinted at a cost of about \$200. This is a consequence of not having storage for ARTery gears. ARTery has been allocated more space in the container and this is all recorded effectively - so I do not anticipate this happening again! Core expenses were some one-off "set up" costs: lighting, decor, printing.

Recommendations / Improvements for Next Year

- ARTery would be keen to have the KAC vote and choose the Art Theme for Kiwiburn, due to us processing art that directly relates to it, and having a familiar understanding of (Kiwiburn) art trends and artists. I understand this is a fun job for the ExCom who perhaps don't get a whole load of fun jobs - so is just an idea!
- Changing the way we hold the "Art Grants Information Session" event. Changing the time and the event style to increase attendance, participation and engagement
- Looking at introducing a few key volunteer roles to the ARTery team. Some discussions have re-started around "Artist Liaison" roles in various large cities, to increase the diversity of Kiwiburn art. Performance Art Lead to support ARTery events and showcase, celebrate and connect more registered and advertised performance artists
- Artist Assistant Volunteer. This role will be available to Kiwiburn Artists who may require support on the Paddock for their work to be more utilised. The individual artists will be required to train the volunteer and will apply to the ARTery pre-event for any assistance that they require. This could look like: Art Car drivers/handlers (so that Art Cars are being driven more); operators of Art Projects that require them (eg: Sting Ring), again, so these artworks are being utilised and "on" more. This has been well-received by the art-makers/artists
- ARTery was unable to begin set-up until late Tuesday afternoon pre-event, due to the marquee being used for crew-dining, and not able to take possession of this sooner, this made things a challenge. Is there the potential to get the marquee earlier in 2019?

-
- Would like to have some formal artist talks next year (outside of the tours), specifically with Effigy and Temple, this could support and increase of applicants for these works
 - ARTery would support the idea of a “Team Lead” Summit as a way to reward year-long volunteers, build a stronger community and increase communications, understanding of the wider Kiwiburn structures, moral and relationships whilst upskilling and nurturing talent.

Working with the KAC and wider community, the ARTery has identified the desire for more grants to be instated:

- Youth Grant, to support young artists (children-teens)
- Te Ao Māori Grant - for Māori artists. This aligns to our Te Tiriti O Waitangi responsiveness strategy
- In conjunction with the KAC, ARTery would like to see Pyro being included in either the Effigy budget, or another budget line. Each year Pyro is applied for as an Art Grant, and granted as we see the importance for pre-show entertainment as both being exciting for new burners, important to our culture and supports the safety of the Burns.

g) Volunteer Coordination by Karl Matthews and Holly Bennett

The Volunteer Team consisted of co-leads Holly Bennett and Karl Matthews. We were both brand new to the role and had an extremely challenging year trying to wrap our heads around the massive task this has become with Kiwiburn’s growth over the last few years. Overall volunteer rates were fantastic for all build and community crews.

Our new volunteer management software was introduced with mixed success. Communication was challenging with Team Leads, especially around the use of the new volunteer coordination software, Volcor. This was mostly our own fault because we were already struggling with workload. These struggles often meant response times to volunteers was sub par. Now that we have an established database and have had experience in using the new software with Kiwiburn, we should have a little more ease in running this with the next Burn.

Budget Analysis

Our only expense was for Volcor software at USD\$500.00, an expense which will grow as our volunteer base grows and our needs within the software expand.

Recommendations / Improvements for Next Year

- Improved training with Team Leads using Volcor
- Next event we will only open up community crew applications after tickets have been released

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- More specific volunteer application surveys
 - More volunteers to spread the workload
 - Improved channels of communication.

VIII. Communication and Technology

a) Team by Shelley Watson, Communications Facilitator

Hayley Ware joined the Comms team mid-year and is being trained up in all areas of the Comms team. Daphne Hansen and Hayley Ware also joined the Web team, led by Brad the web guy. Kora Deverick still produces the EFP between her travels, together with me. Alice Peperell is the Instagram manager and Photography Liaison. No-one has yet applied for the Community Liaison role. A restructure of the Kiwiburn management team means that all Facilitators make up the new ExCom which was formed in September 2017.

GSuite

A changeover to GSuite in late 2017 to improve efficiencies of communication for all year round volunteers has been successful in centralising email communication to 'official' mailboxes therefore moving them away from a variety of our volunteer's personal email accounts. It presents a far more professional image with all communications. It's been very useful as a team tool so the others can see what is going on with Comms and learn from what they read. Some Facilitators and Team Leads don't respond quickly or at all, requiring repeat prompting, adding to our workload and creating inefficiencies. We have also started creating templates in Google Docs for all Facilitators and Team Leads to use for consistency of communications.

Kiwiburn departments information

A Google document has been set up and is being worked on and added to, as a central information hub for Facilitators and Team Leads so they know what process to follow to get relevant information from each department.

Swag

The very first swag for the Comms Team was produced for the 2018 event. A patch. It's great to have unique memorabilia to create a sense of pride. The patch was conceived and designed by Shelley Watson and produced in China. x100 were made for USD\$100.00 – many years supply!

b) Public Relations by Shelley Watson

For the first time ever, no local media requested visits on site this year. Two public incidents nearby the Kiwiburn site drew a lot of interest from the media. In each case, the Media Team was briefed by the Ops Team, media statements were drafted, then

published on the [Kiwiburn website](#) for media to access. A participant who is not authorised to speak to media on Kiwiburn's behalf, gave a phone interview from site to a newspaper. No interviews were given to newspapers or television.

Photography

The 2017 Photography Liaison did not perform any of her tasks. A new Liaison, Alice Peperell, was appointed in January 2018 to manage the Instagram account on site during the event by taking photos of many different aspects and writing interesting captions, as well as liaising with photographers post-event. The hashtag for Instagram was #Kiwiburn2018. There was a large increase in users uploading images and movies this year, and a higher quality of images.

Each relevant photographer is allocated their own Google Drive folder to upload to in folders of each year. Alice manages the 2018 folders, gathering imagery from photographers willing to share their art.

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 around the category average (16%) with a 15-30% open rate, down from the previous years' average of 22%. All issues are automatically linked to our website.

Social Media

Facebook is still where it's at. News and updates are posted approx. 2-3 times per week, now using the Kiwiburn Page identity. An [event page](#) is created as well as a [Rideshare event page](#). As of March 2018, the [Kiwiburn Page](#) had 8,642 followers, up 1600 from last year.; 51% Women, 46% Men, with the 25-34 age group being the most active. 4793 are from New Zealand with 1547 of those from Auckland and 826 from wellington. 1073 are Australians and 890 from the USA. The [Kiwiburn Group](#) had 6532 members, up 1500 from last year. Each member is vetted and we have introduced a new feature, two questions to answer: 1) Hi! Why are you keen to join the Kiwiburn Facebook Group? 2) And, how did you hear about Kiwiburn? This helps filter out false profiles and spam. With Facebook algorithms reducing reach more and more, a \$900 annual budget has been approved to pay to boost posts. Our Twitter followers have grown to 336 from last year's 200. It is linked to our Facebook Page meaning that Page updates automatically appear in the Twitter news feed.

Kiwiburn has a [Pinterest page](#) for people to view, though it is rarely updated. Our channel on [YouTube Channel](#) carefully sorted into years for easy viewing and updated each year.

Poster and other collateral

The annual poster design competition had only three responses from the community. An anonymous shortlist is made and voting by the KAC determines the winner. The 2018 artist, Georgina Manning, worked with Shelley from the Comms team to create the sticker and social media banners. The stickers were printed in Wellington and distributed at Kiwiburn, Burning Seed and Burning Man. The Comms team designed and produced volunteer patches, the event guide, signage, wristbands and updated the survival guide. The event guide increased in size by four to 20 pages. Under 18 wristbands were designed and produced this year too. Extra wristbands were ordered in December as only x100 had initially been ordered as Child only bands.

Ticketing

The Comms team worked closely with Jasmine Hunter and Hayley Ware of the Ticketing team to craft and write all the wording for the website and emails of new ticketing provider, Quicket, as well as the Kiwiburn website ticketing pages and FAQs. We also designed the banners and e-ticket for the Kiwiburn Quicket pages.

Census

Survey Monkey is used to run the Census from the last day of the event until early March. We made a lot of changes to streamline it, with 29 multiple choice questions, down from 43, so it didn't seem as daunting. 459 people filled it out, a handful more than last year. Anne Starkey Taylor analyses the data and presents it in layman's terms. Our designers make it look pretty then the 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
- Boost posts on Facebook
- Consider a media download page for press on our website
- Grow the media team
- Retry, or reconsider the need for the Community Liaison role
- Photo Liaison to select images / albums to link from Photo Galleries to website
- Finalise the Team Leads document
- Address inter-department email inefficiencies
- Create more document templates.

c) Technology (Website, System Admin) by Brad the Web Guy

We added some wonderful new faces to the Website team, then immediately put our technologies and systems under the microscope, with a couple of big overhauls already complete, and more in the pipeline.

Website

The Kiwiburn website is regularly updated with new information by a variety of people:

KB-logs are made by the Comms team, the Volunteer and Ticketing teams update their pages when required, and Anne loads in Theme Camps and Art Installations as the event draws near. Technical updates, other content changes, and general website maintenance are managed by the Webmaster. As a result of having so many people involved in the website administration over the years, and the constant evolution of the content and technologies, the back-end systems of the Kiwiburn website were in desperate need of a tidy up. This year we identified the areas of concern, which included:

- Out of date software
- Additional security requirements
- Website speed and performance enhancements
- Search engine visibility improvements
- Content revisions
- User experience improvements (front of site)
- Multiple different and competing tools used to lay out website content.

The first four of these items were addressed throughout the year, and we identified the need to reassemble the website content from scratch to address the final three. We've researched and identified new tools to keep up with technological developments, and selected a new content management tool which will be much easier to use. It will also allow more Kiwiburn departments to manage their own portions of the website, helping streamline long-term website administration.

Kiwiburn System Administration (Emails, Docs)

Kiwiburn emails have historically been managed in a variety of ways, with some departments having their own Gmail accounts, while others managed emails through their own personal addresses. Official Kiwiburn email addresses previously forwarded to one of these options. This created many issues, especially when it came to handing everything over to a new department lead, so the need was identified for an improved and streamlined email system. GSuite (by Google) was chosen as the preferred platform, as it allows multiple people within each department to access their relevant emails, while maintaining security, privacy, ease of use, and keeping all emails centralised for easy hand-over between department leads. This year, the Comms / Website team facilitated the technological side of this changeover, helping to set up 21 new mailboxes and take care of the mail exchange settings to ensure that no emails were lost in the changeover, and also to help migrate emails and contacts from old mailboxes into the new system. We're happy to report that this went down without a hitch, and the new GSuite inboxes are now being used by all Kiwiburn departments, with a few more set to be added. There's still a little tidying and tweaking of settings to be done behind the scenes, and this will happen throughout 2018 as the new systems settle into place.

Recommendations / Improvements for Next Year

- Reassemble the website content from scratch
- Reviewing the design of the website as a whole to ensure Kiwiburn stays relevant (we're very excited by the new design concepts currently being considered)
- Improved Photo Galleries on the website
- Working with departments and volunteers dealing with art, event registrations, etc, to customise the application forms on the site, and streamline the information sharing
- Reviewing all website content, planning for optimal user experience, and then reassembling the content from scratch into the new system
- Expand the number of GSuite mailboxes once ExCom votes for more budget for this.

IX. Future Vision by Jasmine Hunter (Chairperson)

Firstly, thank you to our community for the largely overwhelming show of support recently. 2018 has proven to be the most challenging year to date for the volunteers who organise and work tirelessly to make Kiwiburn happen both during the year and during the event. The resource consent application is in the final stages of negotiation and even though Kiwiburn 2019 had to be cancelled this is not the end of Kiwiburn, remember this is only a postponement for a year. The majority of the community has accepted this decision well and we are very grateful for your continued support. For those who struggle to understand why Kiwiburn can't be organised on another site for next year I will summarise a few sticking points.

Kiwiburn has always struggled to engage volunteers to help with organising the event during the year and with operations during the event. Organising the event is a far greater job than many participants are aware of, with much of it done by the same small group of people who take on multiple roles, all while holding down jobs, families and other responsibilities. They make up the ExCom, take on Operations and administration roles and give a huge amount of their personal time. There have been many call outs for people to step up and help in much needed year round roles, though every time help is requested, there is little or no response from the community.

Kiwiburn is 100% volunteer run, and more volunteers are always needed, though even if people stepped up to help, training would be required by the experienced volunteers, while still overseeing the work being done. It's a worthy investment of time which the team are always prepared to make for enthusiastic volunteers to ensure the longevity of the event.

We are always trying to improve and streamline overall operations, including ongoing negotiations of the resource consent application. That the current smaller core group of volunteers could pull together Kiwiburn with less support and in a shorter timeframe than last year, all while managing our default world responsibilities is perhaps not a fair or compassionate expectation.

The shifting culture of Kiwiburn has been a hot topic within the community for the last few years and incidents during this year's event reinforced the notion that we as a community need to reassess the direction of future events. I strongly encourage the community to participate in the live discussion on how to direct our culture moving forward. Please click [here](#) to engage with the Kiwiburn Culture Focus Group.

Being responsible for the Health and Safety of nearly 2000 participants is no small task, no one wants to take risks, as it's imperative they protect themselves and protect you.

If you wish to get involved in organising Kiwiburn, please do not think that being new to the community gives you less status than someone who has been attending for many years. You may have certain skills which can be applied to a specific department, or you might want to learn new skills that you can use in the default world.

There is a lot of work to still be done in preparation for Kiwiburn 2020, we will be able to complete many tasks we haven't had the time for previously, so we are treating this as a year of grace to get our house in order for an even better Kiwiburn event and community for the long term future. I will be giving the community updates on how we can help organise Kiwiburn and also updating on what type of response there has been to help. Remember, many hands make light work!

X. Appendix

a) Profit and Loss ESTIMATE - Year Ended 31 March 2018

Kiwiburn Incorporated
Profit and Loss ESTIMATE - Year
Ended 31 March 2018

	Estimated 2018	Budget 2018	Variance \$'s	Variance %
Income				
Gross Ticket Revenue	272,744.65	276,452.00	(3,707.35)	-1.3%
Less: Ticketing & Payment Processing Fees	(17,474.60)	(18,013.22)	538.62	-3.0%
Net Ticket Revenue	255,270.05	258,438.78	(3,168.73)	-1.2%
Car Passes	634.78	800.00	(165.22)	-20.7%
Ice Sales				
Ice Sales	8,562.61	5,050.00	3,512.61	69.6%
Cost of Ice	(7,995.00)	(5,210.00)	(2,785.00)	53.5%
Net Ice Revenue	567.61	(160.00)	727.61	-454.8%
Other Income				
Membership Fees	13.04	0.00	13.04	n/a
Interest Income	103.83	260.00	(156.17)	-60.1%
Total Other Income	116.87	260.00	(143.13)	-55.1%
TOTAL INCOME	256,589.31	259,338.78	(2,749.47)	-1.1%
Less Expenses				
ARTery	1,151.67	1,000.00	151.67	15.2%
Arts Council Summit	883.81	950.00	(66.19)	-7.0%
Arts Grants	9,171.36	10,000.00	(828.64)	-8.3%
Black Sheep Rangers	1,227.88	1,600.00	(372.12)	-23.3%
Comms	0.00	550.00	(550.00)	-100.0%
Crew Support	2,090.08	3,000.00	(909.92)	-30.3%
Depot	624.74	500.00	124.74	24.9%
Effigy	10,177.93	7,400.00	2,777.93	37.5%
ExCom Summit	3,880.92	3,880.00	0.92	0.0%
Finance	704.49	1,350.00	(645.51)	-47.8%
Fire Safety	4,000.00	4,100.00	(100.00)	-2.4%
Gate	1,524.68	1,700.00	(175.32)	-10.3%
Greeters	1,164.72	500.00	664.72	132.9%
Health & Safety	47.39	0.00	47.39	n/a

Kitchen	8,843.42	12,000.00	(3,156.58)	-26.3%
Media	101.73	200.00	(98.27)	-49.1%
Medics	11,936.30	10,800.00	1,136.30	10.5%
MPW	35,730.11	41,110.00	(5,379.89)	-13.1%
Pack Down	1,107.61	900.00	207.61	23.1%
Sanctuary	1,061.34	1,400.00	(338.66)	-24.2%
Sanitation	19,398.80	20,100.00	(701.20)	-3.5%
Security	17,192.00	17,200.00	(8.00)	0.0%
Site Office/Managers	2,730.32	3,100.00	(369.68)	-11.9%
Social Media	408.12	3,300.00	(2,891.88)	-87.6%
Swag (not Team related)	710.00	1,750.00	(1,040.00)	-59.4%
Temple	4,106.25	7,400.00	(3,293.75)	-44.5%
Ticketing	4,330.71	4,050.00	280.71	6.9%
Town Hall	358.53	500.00	(141.47)	-28.3%
Town Planning	0.00	200.00	(200.00)	-100.0%
Traffic & Parking	1,290.49	1,200.00	90.49	7.5%
Two Moons Temple	753.73	750.00	3.73	0.5%
Volunteer Engagement	1,251.75	7,700.00	(6,448.25)	-83.7%
Volunteer Management	1,244.39	1,000.00	244.39	24.4%
Web Services	1,214.44	1,400.00	(185.56)	-13.3%
Mid Year Site Working Bee	5,171.68	5,180.00	(8.32)	-0.2%
General Expenses				
Depreciation	5,168.29	4,680.00	488.29	10.4%
Carbon Offset	0.00	3,650.00	(3,650.00)	-100.0%
Insurance	10,018.00	13,680.00	(3,662.00)	-26.8%
Site Rental	31,060.87	31,500.00	(439.13)	-1.4%
Miscellaneous	756.51	1,260.00	(503.49)	-40.0%
Total Expenses	202,595.06	232,540.00	(29,944.94)	-12.9%
Net Profit Before Tax	53,994.25	26,798.78	27,195.47	101.5%
Tax	(14,877.00)	(7,112.00)	(7,765.00)	109.2%
Net Surplus After Tax	39,117.25	19,686.78	19,430.47	98.7%
Estimated Cash Surplus				
Net Profit After Tax as above	39,117.25	19,686.78	19,430.47	98.7%
Add back depreciation (non-cash)	5,168.29	4,680.00	488.29	10.4%
Less Fixed Asset purchases (as below)	(14,908.00)	(12,800.00)	(2,108.00)	16.5%
Estimated cash surplus	29,377.54	11,566.78	17,810.76	154.0%
Capital Expenditure on Fixed Assets				
New Structures/Huts	8,921.65	7,800.00	1,121.65	14.4%
Shipping Container for Storage	4,418.25	4,000.00	418.25	10.5%
Table Saw	999.85	1,000.00	(0.15)	0.0%
Water Pump	568.25	0.00	568.25	n/a
	14,908.00	12,800.00	2,108.00	16.5%

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.