

# AFTERBURN REPORT 2020

WHAT HAPPENED ON THE Paddock



<b>I. A Word From Our Regional Burning Man Representative by Lumos</b>	<b>3</b>
<b>II. Governance</b>	<b>4</b>
a) Welcome and Overview by Andy Justice, Acting ExCom Chairperson	4
b) Executive Committee (ExCom) by Andy Justice, Acting ExCom Chairperson	4
c) Sustainability Committee by Tom Peters, Sustainability Committee Chair	5
<b>III. Administration</b>	<b>7</b>
a) Administration by Geveta Cook, ExCom Secretary	7
b) Admin Team by Yasha Felis, Admin Team Lead	8
<b>IV. Financials by Andy Bean-Counter, ExCom Treasurer</b>	<b>9</b>
a) Financial Statements	9
i) Surplus and Cash Movement	9
ii) Actual results versus Budget	9
iii) Ticket Sales	10
iv) Ice Sales	10
v) Art Grants	10
vi) Capital Expenditure	10
b) Team Roles	11
c) Recommendations / Improvements for Next Year	11
i) Develop long term plan	11
ii) Develop Finance services	11
<b>V. Arts</b>	<b>12</b>
a) Arts Department by Diia Bourke, ExCom Arts Facilitator	12
b) Arts Department by Jasmin Wilikins, Arts Facilitator 2iC	15
c) ARTery by Eryn Gribble, ARTery Lead	16
d) The Effigy by JD (Jeanne Dear)	18
e) Kiwiburn Arts Committee (KAC) by Melissa Mephram, KAC Chair	18
f) The Temple by Nico Woodward	19
g) Theme Camps by Ayla Tarrant, Theme Camps Team Lead, and Natasha (Tash) H'ng, Theme Camps 2iC	21
<b>VI. Communications</b>	<b>23</b>
a) Communications Department by Shelley Watson, ExCom Communications Facilitator	23
b) Communications Department by Julia Damrow, Communications Facilitator 2iC	23
c) Community Engagement by Kat Robbie, Community Engagement Lead	23
d) Design by Shelley Watson, Communications Team	24
e) Electric Fencepost (EFP) by Kora Deverick and Julia Damrow, EFP Co-Leads	24
f) Media by Sarah Hitchings, Media Lead	24
g) Photography Liaison by Reuben Osborne, Photography Liaison	24
h) Social Media by Shelley Watson, Kora Deverick, Kat Robbie, Julia Damrow, Social Media Team	24
i) Web Services by Brad, WebMaster	25

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j) Recommendations / Improvements for Next Year:	26
<b>VII. Crew</b>	<b>27</b>
a) Crew Department by Holly Bennett, ExCom Crew Facilitator	27
b) Crew Processes by Renee Van-der-, Crew Processes Lead	28
c) Crew Support by Joel Lawry, Crew Support Team Lead	28
d) SWAG by Olive (Amy) Coulsen, SWAG Lead	28
e) Volunteers by Holly Bennett, Volunteers Lead, and Saxon Brazier, Volunteers 2iC	28
<b>VIII. Infrastructure</b>	<b>29</b>
a) Infrastructure Department by Ronan, ExCom Infrastructure Facilitator	29
b) Kitchen by Kali Zahira on behalf of Bek Stewart, Kitchen Team Lead	29
c) Leave No Trace (LNT) by Hamish Williams, LNT Team Lead	30
d) Ministry of Public Works (MPW) by Ronan, MPW Team Lead	31
e) Site Office by Hussy, Site Office Team Lead	31
f) Town Planning by Kali Zahira on behalf of Cameron Ryan, Emma Morris, and Leo Geyde Town Planning Co-Leads	32
g) Traffic by Kali Zahira, Traffic Team Lead, note Mark Cheetham as Traffic Team member	32
<b>IX. Services</b>	<b>33</b>
a) Services Department by Jasmin Hunter, ExCom Services Facilitator	33
b) Centre Camp by Kane McGillicuddy, Centre Camp Team Lead	33
c) Depot by Kora Deverick, Depot Team Lead	33
d) Gate by Hayley Ware, Gate Team Lead	35
e) Greeters by Nuri and Jessca, Greeters Co-Leads	36
f) Ticketing by Jasmine Hunter Ticketing Lead, and Craig Gainsborough, Ticketing 2iC/Team	36
<b>X. Safety</b>	<b>39</b>
a) Safety Department by Ryan Carville, ExCom Safety Facilitator	39
b) Black Sheep Rangers by Mary Weir, Casey Spearin and Sam O'Sullivan, Rangers Co-Leads	40
c) Fire Art Safety (FAST) by Xanthe Naylor, FAST Team Lead	42
d) Health and Safety (H&S) by Carvy, H&S Lead	42
e) Medics by Paul Chaffe, Emergency Management Officer (External Contractor)	43
f) Security by Kerry Hawe, Allied Security (External Contractor)	44
g) Site Managers by Jo Artemis, Site Manager Lead	44
<b>XI. Event Management</b>	<b>46</b>
a) Event Management by Kali Zahira, ExCom Event Manager	46
b) Noise Management by Kali Zahira on behalf of Curt Robinson and Kim Cairns, Noise and Sound Policy Lead	47
c) Burn Perimeter by Kali Zahira	47
<b>XII. Conduct Committee</b>	<b>48</b>
a) Conduct Committee (CC) by Jo Artemis, CC Chair	48
<b>XIII. Future Vision by Andy Justice</b>	<b>50</b>
<b>A word from Kiwiburn Founder Yonderman Mark Stirling</b>	<b>51</b>

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## I. A Word From Our Regional Burning Man Representative by Lumos

Welcome to the Kiwiburn Afterburn report, for many years I have enjoyed being your Burning Man Regional contact and I am delighted to be writing this for my first Afterburn. Over the 13 years I have been part of Kiwiburn, the Burn has become a solid part of my life and brought many amazing friends and experiences into my life so a huge thank you must go out to all those who make Kiwiburn possible, in no particular order:

- 1) The ExCom and others who work hard all year behind the scenes to keep Kiwiburn alive.
- 2) The hard working crews who design our Town, assemble and place all the infrastructure required for a town of our size, were working hard to make sure we had toilet paper in the loos and ensure things were running safely during the event while many of us were partying or even sleeping.
- 3) The incredible people who stick around to pack it all down and tidy everything up on our paddocks once we have headed for home, hot showers and other life luxuries.
- 4) The crews who created our beautiful Effigy and awesome Temple for us to interact with.
- 5) Participants who organised Theme Camps, created art, ran workshops and all those other things that make our paddock magic.
- 6) All the rest of you who were part of our Eclectic Decade gathering.

Without all the work our burn can not happen, our gathering would cease to be and many of us would all feel pretty crap without our 'fix' of burn life, most of us remember how it felt when Kiwiburn didn't happen in 2019.

Here is where I remind you all that Kiwiburn is needing people to get involved at all levels to keep it running, you can't always rely on somebody else to do that job...

The impact of Covid-19 has devastated our Burner world, we were so lucky to be able to hold our beloved Kiwiburn but most of this years Burns around the world have been cancelled with many virtual gatherings planned to take their place, as I write this I would rather be at Afrikaburn collecting hugs and Rangering, instead we are all still in Level 3 lockdown with no real idea of what the future holds, but I ask if you can be kind and bring some of your amazing burn life into your current lockdown life, remember there is no default world...

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## II. Governance

### **a) Welcome and Overview by Andy Justice, Acting ExCom Chairperson**

Welcome everyone to the Kiwiburn 2020 Afterburn Report. This is the first full Afterburn report since the 2018 one. It is also the first Afterburn prepared since Covid-19 struck and altered the world as we currently know it. I hope that all the members of our community and their friends and families have come through this first phase of Covid restrictions safely and that we have all managed to adapt to the new normal. ExCom and its larger team of volunteer organisers are working hard and around the clock to make Kiwiburn happen in January 2021 in the best format we can achieve given any prevailing restrictions in place at that time.

Unfortunately, we were not able to run the KB2019 event as the necessary resource consent did not get approved by Rangitikei District Council before the deadline set by Kiwiburn's ExCom for making a decision on whether the event could go ahead or not. The ExCom at the time did everything they could to try and make KB2019 happen including on several occasions further delaying the deadline to make the call on whether the event would proceed or be cancelled. As we all sadly know, the decision was that the event had to be cancelled.

Despite the setback in 2019, Kiwiburn came back better and stronger than ever in January 2020 and it was pleasing to hear all the positive feedback from participants and the community about how relaxed, friendly, and beautiful the 2020 event was. A big thank you to all the volunteers – both on site and throughout the year – who contributed significant amounts of their time, energy, blood, sweat, and tears to make the event happen. A special thank you to Kali “Freak Show” Zahira who took over the reins as Event Manager from Poppy Norman and put Kiwiburn back on the map after the gap year in 2019.

And of course a big thank you to all our community and event participants for making Kiwiburn 2020 the success that it was and for ensuring the spirit and ethos of the Burner community prevails over our Covid affected world and carries us into the future.

### **b) Executive Committee (ExCom) by Andy Justice, Acting ExCom Chairperson**

On the governance side of things, as interim Chair I would like to thank Jasmine Hunter for being Chair prior to me taking it on in November last year. Jasmine took on the Chair role from Ben Curran after KB2018 and carried on in the role until September last year – thanks Jasmine for your time, contribution, and commitment to Kiwiburn. On stepping down from the Chair role Jasmine immediately took on the Services Facilitator role and so remained an important part of the ExCom that planned Kiwiburn 2020.

Since the 2018 Afterburn report, and more recently after KB20, we have had a few changes within ExCom as shown below. I would like to thank all outgoing and incoming ExCom members for their service and for volunteering their valuable time and energy for the betterment of the Kiwiburn event and community.

The ExCom members remaining from KB2018 are Geveta Cook in the Secretary role, myself as Treasurer, and Ronan as Infrastructure Facilitator

ExCom changes over the past year or so up to December 2020 include:

- Diia Bourke joined as Arts Facilitator in March 2019 and ran that department for KB20 before stepping down this year, and Arts team member Jake Shultz stepped into this role briefly in mid-2020 before having to step down, with Paul Gill then taking on the role.
- Jasmine Hunter took on the Services Facilitator role from Tania Bracey Brown, and ran the department for KB20 and then stood down in mid-2020. Craig Gainsborough, our current Ticket Lead, then took on the role of Services Facilitator.

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- Shelley Watson was Kiwiburn's Communications Facilitator for a number of years until May 2020 when she handed the role over to 2iC, Julia Damrow.
  - Ryan "Carvy" Carville stepped into the Safety Facilitator role in October 2019 to cover the KB20 event before stepping down in early 2020. Selena Coombes stepped into this role for a brief period, and then in late 2020, Amy Richards took on the role of Safety Facilitator.
  - Kali "Freak Show" Zahira took on the Event Manager role from Poppy Norman in June 2019 and ran KB20, training up her then 2iC, Andy "Firecracker" Sondalini, to take over the Event Manager role, which Firecracker did as scheduled in August 2020.
  - Holly Bennett took on the Crew Facilitator role after Jamie Ryan stepped down in October 2019.
  - Ronan has been Infrastructure Facilitator since August 2017, remaining in that role until November 2020 when William Loppe took over as Infrastructure Facilitator. Ronan remains on as Kiwiburn's MPW Lead.

Outside of ExCom but playing a vital role is the Conduct Committee - lead by Jo Artemis - which operates quietly in the background with members coming and going as needed to ensure our Community remains a safe place for all.

Kiwiburn's current structure was implemented after KB2018 so it has now had one event to bed in and be trialled. As part of our ongoing quest to improve how Kiwiburn operates we will take the opportunity to review our current organisational structure and decision making processes at our annual Summit and then engage with the Community to discuss any proposed changes.

### **c) Sustainability Committee by Tom Peters, Sustainability Committee Chair**

This was the foundation year of the Kiwiburn Sustainability Committee. The committee was formed to help ascertain what we might be able to do to lessen KiwiBurns impact on our local and global environment, and in the future, assist with implementing changes. Our goals coming into the event were focused on gathering as much data as possible on the environmental impact that Kiwiburn imposes. We chose to focus on three key areas of measurement: Transport emissions, power generation emissions, and waste material separation.

Transport data gathering: This was done via a simple questionnaire asked by a Sustainability crew member to people entering the event. The crew member was stationed at the top of the hill, alongside the Gate crew. This was a bottleneck for people entering the site and was deemed the best place to maximise data capture.

Waste and Energy data gathering: Again this data was gathered through simple questionnaires about how/if people were separating their waste into different categories, and also how they were generating power. However, this was done by roving teams of sustainability crew around all of the Paddocks.

Post-Burn: With all that data captured now the fun begins. The data has to be digitised, the transport and energy data can then be used to calculate the amount of carbon being emitted into our atmosphere by our activities. All data will be used to help inform better practice and new initiatives, to improve Kiwiburn's environmental footprint for next year.

### **Volunteers and Training**

Our crew training took place through pre-burn email instruction, an early event on-site meet-up, and peer to peer handover. The tasks were relatively simple and I had no issues with the data collected. The turn out to the early on-site meet-up was low, I would like to have more volunteers come to this training next time around, so that I could meet people in the team and answer queries.

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Handovers of shifts went mostly well. We had a few team members that didn't show up for shifts, but thankfully these were shifts that other team members were also on, so minimal data gathering was missed.

I would also add an extra team member to transport data gathering on the first day, during the morning and afternoon, as one person can't keep up with the movement of cars through the ticketing process/Gate. Overall, I was very happy with how the team performed, there were some small issues and improvements that could be made, but this was to be expected in our first year.

**Recommendations / Improvements for Next Year:**

- Training next year will likely take the form of a better organised on site meeting at a time that suits more people, as this year we had a low turnout.
- A tablet would help immensely with the task of gathering data - not only would it save on paper forms, but it would save hours of manual data entry work post-event.
- There will be a change of procedures around transport up to the gate for the transport data gathering shifts. This will in future be tied to the Gate team's transport i.e. when the Gate team changes crew and drives the outgoing crew down the hill to the main paddocks, our outgoing team member(s) will also travel with them, and visa-versa with the incoming crew.
- As the Sustainability team looks to roll out initiatives that may be born out of the data we gathered this year, we will likely need to scale up the amount of volunteers that we have in order to fill these new roles, as well as provide more training.
- Communication amongst my team at the event was patchy at best. Pre-event was great with internet/email availability being a key factor in that. But once on site it was very hard to get hold of people without prior organisation of a time/place to meet. To better this for next year I would like to send out an email to all Sustainability volunteers requesting them to set a reminder on their phones of determined meeting times/places.

The upcoming Kiwiburn 2020 Sustainability Report will detail our findings from this year's event. Keep an eye out for it!

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## III. Administration

### a) Administration by Geveta Cook, ExCom Secretary

With 2019 a non-event year, this is our first Afterburn report since August 2018. The Admin Team over the past two years was in realty myself with collective contributions from various ExCom members. A massive stack of admin work was undertaken, foundations placing us in a good position for the next few years (hopefully) before these will need to be looked at again:

- Privacy Policy for our website.
- 2020 Land License.
- Volunteer agreement with a non-disclosure was developed for future use with volunteer positions that handle sensitive data.
- Myself and Treasurer/Acting Chair Andy spearheaded an overhaul of our Terms and Conditions of Entry, accounting for the Conduct Committees development as well as a general update.
- An overhaul of Kiwiburn's Incorporated Society Rules was redrafted by Andy and myself, these await a final legal review before the process to implement them begins.
- I assisted Crew Processes volunteer Sally with the development of crew policies, templates and reference documents to help Facilitators and Team Leads with handovers, on boarding, and general management.
- GSuite was set up so that all ExCom, Team Leads and 2iCs with email access are able to log in with their @kiwiburn.com email and view all their teams/department documents and previous email communication (a total game changer for handovers).
- Considerable Kiwiburn org chart volunteer role tweaking, with @kiwiburn.com emails updated to match.

My single largest accomplishment over the past two years would have to be that **EVERYTHING IS NOW IN ONE LOCATION AND COLOUR CODED**. This was previously 3 different Dropbox folders with different access permissions, plus the overlap of the first GSuite files during transition. The Kiwiburn GDrive now exists, a work of beauty that mirrors the structure of the Kiwiburn Org. Chart (viewable on our website). Files are broken down into the Facilitators department then their Teams, with the Kiwiburn Org Chart effectively a map on how to find information (i.e. all Art's departments team folders are red).

Early last year I also completely rebuilt Kiwiburn's project management software Asana to match the colour coded org chart too, so there's now org. wide consistency with our structure and all documents, timelines, and general information.

Realistically I'd like an Admin Team member to support the Secretary role in keeping these layouts consistent so that we don't end up with multiple duplicate files in multiple private folders or email links causing utter confused sadness. It's also critical that all of these systems are updated to match any changes to the Kiwiburn org structure.

Over the past 6-7 months new ExCom members and Team Leads have received 'admin onboardings' - a Google Hangout meeting talking a new volunteer through the Welcome email ('these are your documents, this where internal discussions happen, this is our department structure and who you can ask for help on xx'). This is a much more robust attention to admin detail aimed at synching our communications and workflow so that everyone is looking at the same thing.

### Budget Analysis

- A \$3,000.00 legal budget was allocated to the Admin department this year for the overhaul of our Terms and Conditions of Entry, the review of Conduct Committee documents, a volunteer agreement that features a confidentiality clause for volunteer positions that handle sensitive information, and a review of our Incorporated Society Rules. Three of these items have been legally reviewed well under budget at \$980.00 due to our non-profit status and goodwill from a

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community connection. The final review of Kiwiburn's Society Rules remains, these have been drafted internally to favour our eventual application for a charitable trust status as a non-profit.

- \$2,160.00 in GSuite expenses have been moved to the Admin department from 'web services' under the Communications department. If Kiwiburn achieves charitable trust status as a non-profit, we will have the option to apply for free GSuite use which would remove the largest annual Admin department expense entirely.
- I currently use my own laptop and internet connections which I don't take to site, the next Secretary or Admin Lead may have different needs in future.

#### **Recommendations / Improvements for Next Year:**

- Use the Admin Team to help support Team Leads operations, for example helping to create smart and useful templates for Team Leads use (i.e.MPW's inventory sheet that can be easily updated on site with a tablet).
- I'd like the Admin Team to take on the system onboarding of Team Leads and 2iCs with @kiwiburn.com access, Secretary would still onboard ExCom members and ExCom 2iCs.
- All Facilitators using one avenue of Project Management for key timeline deliverables (I.e. Asana). Multiple spreadsheets that not everyone has access to creates confusion and errors between Team Leads and Facilitators.
- Ensure constant filing format in the Kiwiburn Drive. In theory this should follow the Kiwiburn Org chart map, Department > Team > event year. Consider multi-team or multi-department solutions. NO DUPLICATES FOR THE SAME INFO!
- Resolve access issues for bulk externally shared live documents, our Web team is working on an appropriate solution for this.
- Work with sister Australian regionals to produce a mutual confidentiality agreement to safely share information and resources between Regional Burns.
- Develop a Kiwiburn policy for a 'Burner exchange' process.
- Apply to extend our Resource COnsent numbers, pre, during, and post event.

#### **b) Admin Team by Yasha Felis, Admin Team Lead**

No Afterburn report was submitted by the Admin Team this year.

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## IV. Financials by Andy Bean-Counter, ExCom Treasurer

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

Please note, as per last year, this year's financial figures are an interim only as some of the will be subject to change as various final details are confirmed. Final figures will be available for the AGM in September.

### **a) Financial Statements**

#### **i) Surplus and Cash Movement**

KB20 was the comeback year for Kiwiburn after 2019 was a non-event year due to our resource consent not being issued in time for the KB2019 event to proceed. With KB2019 not happening it meant that the Society incurred a deficit of \$20,000 in 2019 as a result of annual operating costs necessary to keep the Society running but without any income from event ticket sales.

Despite the deficit in 2019 the recovery in 2020 means the Kiwiburn Society maintains its relatively healthy financial position with a trading surplus after tax for 2020 likely to be \$55,000. Once any remaining obligations relating to the 2020 festival are met e.g. payments to vendors, income tax, GST, etc, the current year's operations are expected to have generated an increase in cash available of around \$42,000.

**See the end of this document for full details.**

#### **ii) Actual results versus Budget**

Revenues in 2020 were \$311,000 which was an increase of \$55,000 on 2018 revenues - 2018 being the last year the full event was held. This increase was the result of the combination of the increase in the ticket price to \$195 plus booking fee - versus \$170 in 2018 - and the increase in the number of tickets sold to 1,995 - versus 1,811 in 2018. The ticket price increase was required to cover significant cost increases in some of the goods and services necessary for the running of the event that had been advised to us as well as projected additional expenses relating to insurance, sanitation, hire costs, site works, forest and other safety measures, and volunteer training needs.

Some anticipated costs incorporated into that Budget did not eventuate e.g. site works, forest survey, training, sound management, and safety consultancy although some will still eventuate but in the following year(s). Other expenses were less than budget due to management of those costs by Teams (well done) and the only noticeable budget overrun was some of the hire costs as a result of circumstances outside of Kiwiburn's control. The Temple project came in on budget whilst the Effigy project came in below budget this year - so well done and our thanks to those two crews. MPW worked relentlessly to provide all the services and facilities KB20 needs to happen and kept to their budget of \$52,000 despite some unforeseen expense arising.

Also effectively improving the after tax surplus for 2020 was the offsetting of KB2019's tax loss against this year's income which resulted in a reduced income tax liability. As a consequence of all the above, the current expected surplus for KB20 is approximately \$51,000 versus the Budget of \$17,000.

Of special note this event was our return to self-catering for the Crew which was a complete success due to the Kitchen/Catering operation, run by Bek and her team, that managed to feed crew numbers beyond those originally budgeted yet came in below budget overall while maintaining a very high standard of meals and service that accommodated the many varied dietary requirements of the onsite crew. There

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were no complaints from anyone about the quality or quantity of the catering – who complains about the option of pancakes and ice cream for breakfast. Thanks Kitchen Crew!

As we intend to continue with self-catering we will need to invest in further assets so this service can be provided in accordance with food safety guidelines and provide a more practical and enjoyable workspace for the Kitchen crew and reduce their workload.

### **iii) 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 11.1% increase in the adult population cap – increasing it to 2,000 this year versus 1,800 in 2018. The actual number of tickets sold was 1,995 this year versus 1,811 in 2018.

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 \$195.00 (plus agency booking fee) and, following on from 2018, to acknowledge the contribution of those working on site for at least a week in the build up to the event, qualifying crew members were offered tickets at a reduced price. For KB20 the Crew tickets were set at \$15.00 being their Kiwiburn Society membership subscription (plus agency booking fee)

*[See [Ticketing section](#) for tables of ticket sales numbers and yearly comparatives]*

### **iv) Ice Sales**

This year we had the ice delivered in bulk before the event and then just one top up midway during the event rather than having daily deliveries as per previous events which often in the past resulted in ice shortages on some days. This year there was ice for Africa. Overall 2,250 bags were sold (10% up on KB18) for total revenue of \$9,783 (i.e. excl GST =\$11,250 incl GST). Total costs including the ice, the hire of a 20' freezer container and its transport to and from the site came to \$10,479, resulting in a net deficit of \$696. Many thanks to Kora, Urs and the other Depot volunteers for making this work so well - both the physical supply of the ice and the administration of it – it all worked perfectly.

### **v) Art Grants**

Kiwiburn budgeted \$27,000 in art grants this year up from \$24,800 in 2018. This included \$8,000 each for the Effigy and Temple - Effigy actual costs claimed were \$6,700 (\$1,300 under budget) and Temple's final cost was \$8,100. General Art Grants - including the community art project and the innovation grant - made up the remaining Arts budget of \$11,000 of which \$9,200 was claimed (\$1,800 under budget) partly due to some art not eventuating and other artists not uplifting their grants.

A great innovation at the event this year was the “Art Shark” where the Arts team introduced event participants to what the Art Grants are all about by fostering participation in the following year's arts program by awarding in advance the first release of KB2021 Art Grants .

We will be working towards increasing the budget for Arts gradually over the forthcoming events so our artists can bring more Art to the Paddock.

The financial administration of the grants was run again largely by the Arts Council - so “thank you” Arts team for making this work so well again

### **vi) Capital Expenditure**

We continue to invest in larger capital items (i.e. with a cost >\$1,000 each) such as on-site huts and an additional shipping container to store all our on-site gear during the year including the additional packed

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down hut structures. Also this year we capitalised our costs of gaining the 10 year resource Consent (\$4,800) which will be gradually depreciated over the remaining 9 years of life of the consent period. We also purchased a 1000l water tank (\$700) and BBQs for the Kitchen (\$800). All other tools, plant and equipment purchased were low value ones (less than \$500 each) and they have been expensed in full in the current year as per IRD guidelines.

## **b) Team Roles**

Currently I am the only member of the finance team. We will be building up the team again this year.

## **c) Recommendations / Improvements for Next Year**

### **i) Develop long term plan**

In consultation with Kiwiburn's members, ExCom will continue to develop a 3, 5, &10 year strategy including a financial plan to ensure the long term viability of the festival. This could include the possibility of expanding Kiwiburn activities year round as well as the potential for collaboration with other organisations and events that have similar objectives and principles to Kiwiburn.

We will develop guidelines for setting aside (ring fencing) portions of existing accumulated funds and how we intend to apply any surpluses generated in forthcoming years. Suggested applications include:

- working capital to pay festival costs and tax payments as they fall due
- contingency funds to cover possible detrimental events e.g. inclement weather or event cancellation
- asset purchases of both additional assets as well as replacement of existing worn out assets
- site and infrastructure improvements
- volunteer training
- planned festival and site development
- expansion of the arts program
- support for community initiatives throughout the year and across the country

The proposal will be to ring fence allocations of accumulated funds for agreed long term projects so that the departments and teams running the projects can progress their projects each year knowing funds have been set aside and they do not have to reapply for funds in each subsequent year.

### **ii) Develop Finance services**

- Recruit members for the finance team
- Liaise with departments, teams, and artists to make them aware of any budgeting or expenditure obligations they have - and why such measures exist - and then to work with them to reduce and simplify the steps involved in fulfilling such obligations.
- Continue to review and improve procedures and reporting.

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## V. Arts

### a) Arts Department by Diia Bourke, ExCom Arts Facilitator

I have asked each Art Lead to write their own review of their section as I believe and trust they are in the best position to review and give feedback on how things went in their area of responsibilities.

Overall it was a very busy KB20 for the Arts Stream 68 official Theme Camps, 26 Art Installations, six Mutant Vehicles and various processes put in place. Five new Art members, Theme Camp Lead and 2IC, Art Facilitator 2IC, KAC member, and myself.

Being new in my role I found the year both rewarding and challenging from an ExCom member point of view, as my style of implementing change / processes and communication differed from others. There were very limited processes documented, not just within Arts, and I felt there was some ambiguity on interpretation and execution which created unnecessary work (lots of emails back and forth) for all. The focus for the Art's Team is to continue improving their area through streamlining and documenting processes, and being clear on timelines to allow sufficient time to deliver their key projects for Kiwiburn. Both ExCom and Arts recognise that this area is an area we are continually working on.

#### Crew Performance

##### *KAC - Led by Mel*

- Please refer to detail report by Mel for KAC's
- Picked up the task of deciding the Theme for KB20 and the Theme Design, whilst it was short notice and there were no previous processes / procedures for KAC's to do this, with Mel's lead the team was able to deliver this.
- ARTEry held six events to promote and engage with the community
- Through Mel's lead the KAC's processes and procedures were updated. The KAC's meeting and voting process I found as a new Arts Facilitator to be easier than ExCom's very straightforward structured timeline for decision making and comms.
- KAC needs to be more drawn into the process, along with Temple and Effigy, Theme Camps. Art Grants require lots of time for the KAC team to manage. Ensuring clear comms on early entry / resource consent no's and any changes is needed. As the facilitator I recognise that comms within the Art Department was not enough, and using different methods of comms both emails, chats and online meetings, 1-1 calls helped.

##### *Temple and Effigy and Arts Registration - Led by Jasmin*

- Please see a detailed report by Jasmin on Temple and Effigy and Arts Registration.
- The original idea was to have Temple and Effigy come under KAC's. However, due to the amount of work needed to manage both Temple and Effigy with regards to increased Safety focus, the decision was made by myself to have one person lead and manage the process. Create new role titled Temple and Effigy and Large Art Liaison officer. This role will help for future expansion of large art (burnable) and allow KAC's to focus on smaller art on the Paddock.
- With collaboration Jasmin created the selection criteria for Temple and Effigy design submissions. This was to create an objective selection process so that it is the design and content being judged, not the designer.
- Created a new process with Build leads to meet regularly online and coordinate with relevant functions (Safety) to ensure key tasks have been met / completed. There were too many people / functions the build leads were going to, which then generated a lot of wasted time communicating between depts on emails, and we found it both frustrating that not all information was passed on by leads which then created stress to all functions.

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### *ARTery - Led by Eryn*

- Please see detailed report on ARTery by Eryn
- As the Arts Facilitator I would like to see ARTery getting slightly more budget for next Event, as it is this area that encourages future and ongoing artists to be inspired and engaged.

### *Theme Camps / Mutant Vehicles - Led by Ayla*

- There were quite a few new processes put in place for Theme Camps this year made for more engagement with Theme Camps. Ayla put the process of having key monthly online Zoom meetings with Theme Camp leads and had support from myself and Safety to deliver key information. This allowed Theme Camp leads to interact, get clarification and raise ideas.
- A private Facebook group was also created and only Theme Camp Leads, Art Facilitator, Theme Camp Coordinator and Safety Facilitator were members. Prompts were given if they had not responded to official Kiwiburn emails, they could post questions, or ask for help amongst the other Theme Camps in the lead up to the Burn. It reduced the amount of talking to individual camps.
- Pete Lumos and Simon Crook were both keen to assist Ayla with Mutant Vehicles, ensuring they were safe on the Paddock. Further work is to continue, but has allowed a better understanding for the public wanting to bring Mutant Vehicles to site and making it safer.

### **Resources**

How was your experience as a manager this year?

From an honest feedback point of view I came into the Arts Facilitator role highly engaged wanting to give something and support the growth of Kiwiburn and art. What I expected and what I got were night and day. In my day role of working in a Leadership position, I had an expectation that leadership, accountability and collaboration should be just a standard in any org, whether it's a volunteer or paid role. Majority of my own frustrations were in my own role as Arts Facilitator sitting within ExCom. Trying to implement change, challenge the status quo and providing support wasn't always supported, or seen as being supportive to the cause. I had my first taste of it at the Summit. I felt in order to be heard you nearly had to be very assertive, or in others' view, aggressive. Often, if people didn't like what you had to say, they would not reply to emails, do stone walling or passive aggressive techniques.

I have respect for the ExCom, and I understand people deal with difficult discussions differently, and I feel most of this is the way we communicate (80% by email). I prefer to speak, pick up a phone and discuss—way more efficient and quicker than by email. I love the Arts and I love the team I work with in the Arts, they have been champions of just getting things done. They have worked with me and supported me in my role as Arts Facilitator and for me that is the most rewarding piece in taking this role.

KAC has a good solid team, but will need to get more members to prevent overloading the current team. Mel (KAC Lead) stepped down in 2020.

- ARTery - Eryn needs a 2IC, but I feel leading into the Burn she may need another person to spread the load of activities for the Paddock.
- Jasmin is more than capable of managing Temple and Effigy
- Ayla now has Tash as her 2IC but I feel she may need someone extra to help with Mutant Vehicles. I see this to be growing on the Paddock, and with the amount of Theme Camps and processes that need to be implemented, we need another person to help out.

### **What do you think would make your role function more smoothly?**

For any role to function smoothly, it requires trust by the rest of the team that the person leading it is in the best position to make the decisions and make changes. After all, they were voted in. Definitely consultation is important, but ultimately not all decisions should have to go through ExCom, there is democratic and there is autocratic.

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Aim of any org is to create an autonomous work environment for each stream to do their work. In order to do that the org needs to have a solid strategy so each lead knows what they have to execute then create and document the process. This has been widely discussed at ExCom level and I feel this should probably be a key topic at the Summit. Decision making processes by ExCom vs Facilitators.

Personally I think ExCom needs to focus on creating that strategy of what Kiwiburn looks like in the next 3-5 years so we build on it and each Lead can work towards it rather than repeat every year that same thing. This will require some solid time dedicated to building the strategy.

### **Budget Analysis**

- Please see each Art Team Lead report on Budget Spend - Overall no major over spend, key call out would be to review budget for Temple and Effigy and standard heavy equipment budget. Allocate budget for Structural Engineer and Safety review for Temple and Effigy
- Swag is also an area that requires a more detailed look at, a lot of hard work is put in by everyone and Swag is one way of saying thanks.

### **Recommendations / Improvements for Next Year Gathered from feedback by Art Leads**

#### *Overall Arts*

- Timelines for key call outs Temple and Effigy / Theme Camps/ Mutant Vehicles to allow extra steps to improve Safety and processes and reduce workload at the closest point of the event.
- Extra resource to focus solely on Mutant Vehicles and Art Registration
- Dedicated person managing Temple and Effigy from end to end
- A Summit just for Arts Leads similar to Ops mini Summit. The Arts Stream has a lot of work to execute, and an aim will be to make it more streamlined. Having a Summit will draw everyone in to work towards this.
- Early entry and resource consent no's - I think this topic will be a key one for next Burn.

#### *KAC*

- Improved communication around onsite requirements.
- Potential for more volunteers stepping in to prevent overload
- We need a new Art Grant Chair as Mel is stepping down.

#### *Theme Camps / Mutant Vehicles*

- For ticketing, we need to review the process for allocation of tickets for Theme Camps. Is five enough? Or should there be a different number for larger camps?
- Implement a process for reviewing how each Theme Camp has performed, which will allow improved feedback to Theme Camps in relations to certain topics such as sound policy, consent, MOOP etc.
- Allow Arts Facilitator and Theme Camp Leads with consultation with ExCom to develop a hierarchy of ticket allocation for spare tickets in the allotted Theme Camp ticket numbers. Currently it is just known that all tickets go back to the pool, but as per first point regarding large Theme Camps this needs to be considered.
- Have earlier face to face or online meetings with Key Leads Ops/Infrastructure so handover is smooth, and Theme Camps are clear on expectations by all. Both departments should have regular catch ups leading up to the event to ensure no ambiguity of expectations.
- Advertise for a specific role to take on Mutant Vehicles to focus on Policies and Safety for Mutant Vehicles on the Paddock.
- Earlier timelines - see Theme Camp report to allow more time to work with Theme Camps.

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## b) Arts Department by Jasmin Wilikins, Arts Facilitator 2iC

### Effigy and Temple Finance / Art registrations

#### Crew Performance

- Provided budget assistance and finance oversight to the Temple and Effigy crews.
- Supported the Arts Facilitator.
- Managed the Art Registrations and engagement with Town Planning.
- I used prior experience as a treasurer and conference organiser to perform my role.
- Some of the general reference material around GDrive is excellent.
- The process of working with the Effigy and Temple teams can be improved. I think longer lead times and face-to-face meetings at the beginning and end would improve the process.
- The process of working with the wider Arts team was difficult coming in part way through the year with a lack of clarity about roles, and overall strategy. It was quite challenging to engage successfully sometimes with not having been part of the core team from the start.
- I would like to see an improvement in management of information about resources purchased by Kiwiburn (e.g. tools) and tracking/supplying info about the resources available to the build crews.
- We nearly had a missed ball on art registrations - luckily ARTery Lead Eryn noticed it, got me onto it, we sorted it out. We do need to make sure all the balls get picked up.

#### Resources

- My experience as a manager this year was educational. I enjoyed parts of it, I found some parts stressful, and the lack of clear processes a bit frustrating. Overall, it was a positive experience.
- I had a supportive lead, and the Chair was also extremely supportive.
- Clear processes and better team coordination would make my role function more smoothly (e.g. actually meeting each other in person, understanding each other's role, and building team relationships - if I had not previously had contact with several people on the team, I think I would have completely failed at the job).
- I think processes have improved since last year, awareness of the timeframes and expectations has increased.

#### Budget Analysis

- I helped manage the \$8000.00 ex GST budgets for Effigy and Temple.
- I strongly recommend greater planning across the board for Temple and Effigy, with design documentation and budgets planned well ahead of time particularly for lighting orders (several months of lead time). I also suggest clearly communicating the assessment criteria and budget management approach to the Temple and Effigy leads well ahead of time.
- I also recommend very clear communication of policy (e.g. no alcohol) early and often.

#### Recommendations / Improvements for Next Year:

- Face-to-face meetings for all teams to work together wherever possible as early as possible.
- Determination of appropriate communication channels to be used with very clear guidelines to all volunteers about use - including \*why\* we need to be careful.
- Change the application process for Temple and Effigy to ask applicants if we can retain their application for the next three years, and have the ability to include prior proposals in our assessments - after contacting the applicant to see whether they would like their proposal considered in other years. This would widen the pool of possible proposals, and provide the option to take high quality proposals into future years to maximise the likelihood of a high quality build.
- Ensure that build leads have someone in their team who has budgeting capabilities.
- Organise some regular catch ups for volunteers to engage with each other if they wish and seek connection/support from local fellow volunteers.

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- Have a list of people with their role, real world name, and all social media identifiers and common nicknames available. It is nearly impossible to figure out on the fly who people are/who is being referenced without a significant amount of effort if you do not know the people personally.
  - Ensure full contact information is collected for all artists - mobile, full name, nickname, and email. Many are not great at replying to email and/or it gets lost in their mailbox.
  - Think through the art registration process - maybe start grading them by complexity, and have some different rules for complex (i.e. dangerous/needing more H&S) art vs simple low impact art (such as lead times, documentation, etc).
  - Encourage pre-fabrication and on site assembly for all art, and clearly communicate site access restrictions for all artists (and Theme Camps) including the fact \*all bodies count, including children\*.
  - Think hard about whether sharing mailboxes works well, it is very difficult to know what you have read or not, and understand who is working on what. I personally found it really difficult at times. Think about which roles need email, and how any role sharing is handled practically. How then do people sharing a role send emails to each other? With more 2IC's, this is likely to be an issue.
  - Be welcoming. Personally, some of the discussions and comments at the time I started really made it difficult to feel welcome/valued.
  - More targeted communications (and maybe less shared email, or maybe non email comms channels also).
  - Consider a one-on-one guided intro in person or online for new volunteers.
  - Add an Art Placement person to the Town Planning team - some of the art was placed in slightly out of the way places this year, and I think we could have (given the low density placement) put a lot more art in the middle of the burn. Having an art rep on the Town Planning crew would really help maximise the art placement opportunities.
  - Ensure that we have some great Art tours - this year one of the tours in the guide didn't happen sadly (I was there to attend along with others and we didn't have a lead turn up). We need to do our best to ensure all our art activities are as awesome as the art!
  - Make sure the Temple and Effigy are accessible to as many people as possible - this year, the Temple was difficult for anyone over a slightly plump person size (like me) to enter, and it was very difficult for anyone disabled to engage with the interior.
  - Make sure the Temple and Effigy are safe as well as interesting - the door in the Temple was wired/tied open multiple times by people concerned about what would happen if the door dropped on a participant, and the crew removed the ties/wire each time. We need to ensure that we minimise obvious risks of harm. I understand this was inspired by other builds, it really needs thought as to how best to make it interesting whilst minimising risk, and I think we need to tackle this in planning.

### **c) ARTery by Eryn Gribble, ARTery Lead**

#### **Crew Performance**

The ARTery has three main functions – support, celebration and education of all things Kiwiburn Art. On site we set up a large marquee which was open to all participants. This is a space to be creative on the Paddock. Within this tent we present history and information on the Temple and Effigy. We also share information about the Art Grant scheme and processes.

It's also the base for many events that promote and celebrate art on the Paddock - encouraging participants to find it, and engage in it! 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 class-act.

The ARTery supported the KAC by promoting, processing and allocating art grants and other associated tasks - ARTery took lead on updating documentation for good succession planning for the committee. We assisted artists as required pre, during and post event.

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We held six events during the festival:

- Artwankers tour (25 participants)
- Night time art tour (15 participants) This was hosted by a volunteer who was late, leading some attendee's to miss out. Disappointing.
- ARTery opening night and crew appreciation (16 participants)
- Art gifting - 24/7 - high turnover throughout the event.
- Effigy artist talk (11 participants)
- Art Shark - (65 viewers, 6 competitors). This was a successful way to promote our grant scheme. Will do again!

The ARTery team off-site is really just one human who is blessed to be linked up with lots of other Team Leads! On site this year we have volunteers that were enthusiastic, capable and (minus one occasion) reliable. Setup was with a dream team. Training for onsite volunteers via an onsite training manual and short in-person training session. It was my first year handing over one of the tours - which was challenging for me personally! Working with MPW, KAC, ExCom and wider Arts teams is a treat - mostly because I know lots of folks face-to-face.

### **Resources**

- Found this year a bit challenging, felt that myself and the organisation was a bit rusty - after one year off and some institutional knowledge has been lost. The ExCom structure is still 'new'.
- Received a new logo this year thanks to Don Simon. Looks flash!
- Some changes this year which made pre-event more stressful as some incorrect items had been communicated to artists specifically around minimised early-entry lists and firmer exit time. These were new changes that were communicated late in the piece (Jan 20th approx). There were not as many early-entry numbers for artists as there needs to be.
- We linked up an artist who required (artistically) skilled volunteers, with access to the Kiwiburn volunteers database, successfully finding several volunteers to bring their art car to life. Cheers, Holly.
- Myself and Depot Lead Kora arranged a dinner at our whare in Wellington for any local year-round/crew volunteers. About six came. More face-to-face engagement is necessary across the organisation. More online meetings year round with Team Leads. Minimising isolation and increasing relationships is vital to the success of Kiwiburn and good health of volunteers. I feel this is an ongoing concern for the organisation and individuals alike and there is much room for improvement on how we engage with one another.
- Being thanked personally from the acting Chair (shot, Andy) was a highlight and a first. It felt good for someone outside the team to see the work that was being done (often unseen) and reach out to acknowledge it. More of this kind of stuff!
- There were several vital roles this year that were not filled, specifically Arts Registrations fell through the gaps. I was aware of this and advised Jasmin (Arts Facilitator 2iC) who picked this up (thanks Jasmin!). This is a large job and this role needs to be filled.
- Many artists did not have reserve tickets (for granted art), luckily we were able to source this from the pool - but these need to be reserved.

### **Budget Analysis**

- ARTery had an overall budget of \$1000.00.
- ARTery spent \$827.23 mostly on fit-out items.

### **Recommendations / Improvements for Next Year:**

- Reserve tickets for granted artists. I also recommend we reserve some tickets for other artists with proven track records who will bring registered art (manage this similar to how we manage Theme Camps reserves).

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- Would like to support Te Ao Māori art/artists more and increase our commitment to Te Tiriti o Waitangi.
  - 2020 leading into the 2021 event will be my last year in ARTery role. I will advertise for a 2iC this year to show them the ropes so that I can step away during the event in 2021 and completely in 2022. Interested in moving to another role and making more art myself!
  - 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.
  - There are formal volunteer roles that should be included on the Arts Team. These are Art Registrations and the formalisation of the Mutant Art Cars team. Clarity of roles is further required across the Arts teams. Develop stronger Art Registration processes.
  - Update Health and Safety policies/procedures for art.
  - Over the next few years we may need to renegotiate on resource consent early entry numbers - as this was already stretched this year. Now we have more core infrastructure/crew (ie: Consent Guardians, Deep Space) requiring early entry and I don't feel the numbers we have allows for the numbers we actually need across all the crews. If we want lots of big art, we need to allow artists the time/space to create and have set up their work. Especially granted artists - we are funding their work to be there/functional from day one of the festival. We are an arts festival - we need to support art on the Paddock!
  - Alongside Jamie, I'm investigating (just conversationally at this stage) the feasibility of enquiring about art storage onsite (a container/part of) for some pieces that return year after year - or that could be a part of our infrastructure ie: lighting.

#### **d) The Effigy by JD (Jeanne Dear)**

No Afterburn report was submitted by the Effigy team this year.

#### **e) Kiwiburn Arts Committee (KAC) by Melissa Mephram, KAC Chair**

##### **Crew Performance**

- Updated procedures - Gave out small and large art grants - voted on theme - voted on poster - media support for the grant process - held event at KB20 to promote arts
- We got together for a Summit in Wellington however three people were unable to make it and if they would have we would have blown out our budget by quite a lot for travel.
- Summit is invaluable for getting together and deciding what art we will fund, this cuts down our comms time massively. It's also great for the culture of the team and for process development.
- Our team excelled in communications with artists, we started a new artist pack google folder for finance spreadsheets, info etc which worked really well. We could have spent some more time promoting the grants, and we had some more members join so onboarding could be improved.
- We only had one artist pull out of their grant which is our best year yet!
- There was so much amazing art we funded on the Paddock and it was amazing to see!

##### **Resources**

Loved working with my crew. The chaos before the Burn with the early entry and offsite times was way too stressful and should have been sorted out way earlier in the piece. I didn't know there was a limit until 20 Jan. KAC functions pretty well in isolation.

We had support from the media crew which was amazing, and the Arts Facilitator was really engaged. Better information on onsite procedures before Jan. We were also given like three days to vote on the theme (and this was the first time we were responsible for this decision) which was not enough time to get seven people together.

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Things that have changed since last year:

- Admin on our end was way smoother
- We have two new people on our team
- Strict early entry is new
- 1pm on the Monday exit is new

### **Budget Analysis**

- Budget analysis is hard at this point because we are still processing funds. We gave out \$10,000.00 for grants and \$587.00 on the Summit.
- We always want more money for art! As the festival grows so will the humans wanting funding.
- We want to also make sure we are able to continue our Summit, and want everyone present at these.

### **Recommendations / Improvements for Next Year: (here are some vague suggestions)**

- Improved communication around onsite requirements.
- We need a new Art Grant Chair as Mel is stepping down.

## **f) The Temple by Nico Woodward**

### **Crew Performance**

Temple crew consisted of 14 members this year including myself; five returning crew members who I have worked with previously, three others I knew and were friends with and five who came recommended. I can again proudly say, we did not have a single carpenter/builder on crew. We had seven onsite for the entire two week build period with the remaining numbers coming in over the last week of build. We built a 6m tall, three story upside down house, made almost entirely from reclaimed materials. On top of this was a bamboo framed and skinned tree, bringing the total height to almost 10m. We used almost 10,000 fixings, installed 60m of LED lighting inside the tree as well as building a LED cube chandelier. And then we burnt it down, cleaned it up and had fun. We also built the longest running theme camp of Kiwiburn 2020.

Each crew member was inducted onto the work site, existing skills/tool competencies assessed and recorded. We had regular tool box talks and meetings to discuss what we would be doing that day. We used a list based system of tasks needing doing, and crew members self-selected the tasks they felt comfortable/interested in undertaking. If there were tasks or tools people were interested in learning, they were paired with someone who knew how to do that so they could learn on the go.

I take a very hands off management style, preferring to allow for people to learn on the go and take creative ownership of the project or aspect of the project they are working on. Temple crew this year was made up of people with varying levels of skills and experience. Pairing people up with different skill levels worked well. There was no formal training undertaken. Because of this, some tasks took longer than if more experienced people were doing it, however I feel like they learned more through the process of having to figure it out for themselves. It is also one of the main reasons I do these build projects, to help upskill the community.

Some of the health and safety requirements could have been more clearly explained to me. I felt like in some ways I was left to interpret them myself, rather than how it was expected they would be met. This meant that it was difficult to explain them to my crew, as I didn't fully understand what was expected from some of the paperwork. We had one of the most organised work sites I've ever worked in, tools and fixings were organised in a logical manner and easy to find. Our materials were well sorted and labelled, making it easy to find what we needed for the task. My crew was also very good at identifying when they needed to take some time for self-care. Getting out of the sun, hydrating, sunscreen, safety meetings, swims etc. Our days were long, so it was important for people to look after their needs, while at the same time completing the work that needed to happen.

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## Resources

My experience as a manager this year on site was fantastic. I felt well supported by MPW and operations. If and when we needed something, responses were quickly actioned. Requests for support, items or actions were not unreasonably withheld. Rationale for most decisions were explained in a clear and concise manner. We had a good working relationship with all the teams on site and it was a pleasure to work alongside the Effigy crew. My biggest challenge was having the most male identifying crew I've done a build project with. I normally prefer to work with a crew of at least 50% non male identifying folks, but struggled to find folks wanting to build.

My experience as a manager pre event was less than ideal. It in fact was one of the most frustrating lead ups to a build I have ever had. I have never been so micro managed in a lead role like this and I almost resigned on multiple occasions. I have a long history of working with Kiwiburn on multiple build projects and have never considered withdrawing before.

MPW and operations were fantastic. The meals were beyond incredible, almost to the point that we thought we were being fattened up for the Argentinian BBQ during the event... However, the budgets for Effigy and Temple should have been released a lot earlier than they were. Only having access to some of our budget one week out from Christmas meant there was a lot of scrambling in order to secure resources, tools, fixings and other materials needed for the build.

Having access to our budget from a much earlier stage would have made things a lot smoother. Offering budgeting support, rather than dictating and micromanaging my budget. A much earlier lead time, and giving adequate time for me to prepare necessary items instead of suddenly requiring urgent communications or paperwork yesterday. All applications for Effigy and Temple should have been asked to submit a full proposal, rather than relying on the info in our expression of interest (EOI). A lot of info was missing from my EOI that would have been covered in a full proposal.

## Budget Analysis

I had a budget of \$8000.00 and came in slightly over budget at \$8126.00. This was largely due to a budget blowout from the two main support posts being MUCH more expensive and not at all what I had requested. But through some negotiations with the supplier as well as not utilizing the hiab crane as planned, was able to bring the amount back to closer to the budgeted amount.

I spent \$1309.00 on lighting and electrical, \$75.00 on snacks for crew prebuild, \$816.00 on fuel, \$382.00 on various miscellaneous items for the build, \$1544.00 on building materials, \$786.00 on fixings, \$172.00 on storage pre build, \$700.00 on transport, \$1057.00 on hiring a knuckle boom (aerial platform-split with Effigy), \$109.00 on a nail gun repair, and \$963.00 on various tools. I also organised my own swag and was allocated an extra \$489.00 for this. Most of the timber and all of the bamboo was free, but increased the amount I needed to spend on fuel as I had to collect the materials from various sites around the country.

As builds get bigger and more complicated, I envisage a lot more heavy machinery being needed. Having the knuckle boom onsite was invaluable, and not having it would have made this project a lot more complicated, if not impossible. By not using the hiab, and not having adequate rigging equipment, this made our lifts incredibly challenging.

Perhaps in hindsight I would not have so readily ditched the hiab. But as budgets increase, so too will the complexity and size of the two main structures. There is also an increasing environmental focus and questioning of need to burn the two main structures. This is an evolving question, with no ready answer or alternative, but is a valid conversation to be having in our new reality of climate chaos.

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### **Recommendations / Improvements for Next Year: (here are some vague suggestions)**

- Continue the trend of the main structures being made out of largely recycled/waste materials.
- Purchase a second, or even third scaffold. The current one I purchased in 2015, and recommended then that a second one be purchased, so both build crews can have access to one simultaneously.
- Every submission for Temple and Effigy should be required to submit a full proposal, no matter how many applicants there are.
- Have clear deadlines for when information is expected with adequate lead time to complete.
- Build leads should be given a preloaded card (debit/gift/credit) with their budget loaded on once they are selected to allow for timely purchase of build related items. This also keeps Kiwiburn funds out of personal accounts allowing for easier accounting.
- Allow Build leads to spend a modest amount of their budget on alcohol or other such end of day treats to help build team cohesion/morale.
- Push the dinner time back an hour so as to maximise working daylight hours.
- Have adequate lighting available if build crews prefer to work at night when it's cooler.
- ExCom to maintain a governance role, not a management role over builds, micromanaging sucks for everyone.
- Clearly explain what is expected of legal, Health and Safety, and burn plan paperwork prior to needing to fill it out to ensure we are helping Kiwiburn and ourselves meet our legal requirements.
- Build up a database of volunteers each year who would like to be considered for a build project, be it Effigy, Temple, or other large art project. There should also be more emphasis on women identifying folks and other minorities participation in leading and being part of these projects.
- Continue the trend of increasing the Effigy, Temple and art budgets, the only thing holding us back should be our imaginations.

### **g) Theme Camps by Ayla Tarrant, Theme Camps Team Lead, and Natasha (Tash) H'ng, Theme Camps 2iC**

This year saw the largest amount of Theme Camps for a Kiwiburn, with 76 camps applying and eight cancellations, to make a total of 68 official camps. The unofficial feedback from camps is that the communication to them was the best they have ever had. This shows itself in the fact that there were little difficulties understanding or meeting obligations, even though there were more restrictions and requirements from them. There were also new systems and recommendations around sound, R18 activities, Mutant Vehicles, and fire activities. Collecting feedback from camps and updating procedures will be needed of the Theme Camp Team leading up to opening applications for the next burn.

**The Theme Camp Team:** Theme Camp Coordinator, Theme Camp 2iC, and Arts Facilitator

The difficulties faced by the small team were majoritively internal process problems and a lack of time. The other major was completing the onsite tasks pre, during and post event. The team will need additional support for those times when there are large admin tasks to perform and for onsite. It is requested to have the addition of an extra administrative assistant, a Mutant Vehicle Team, and two onsite assistants. The workload would be such that these could be accomplished by two individuals. However spreading the workload over a larger team is recommended.

#### **The Timeline**

Below is a proposed new timeline which should minimise the majority of problems, especially those with ticketing and information gathering and processing. The main goal would be to start earlier.

#### **Ticketing**

Ticketing for Theme Camps is still a new process and needs editing. Instead of allocating tickets to last year's camps before applications have opened, a recommendation would be to have a ticket application process as part of the general application, with the allocation and purchases finalised before tickets open to general sale. And instead of x5 per every qualified camp, offer Theme Camps tickets equal to 30% of their previous years total members number.

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A broader discussion and definition on how to qualify camps will be needed. We recommend allowing camp leads to purchase the tickets in bulk and distribute to members leading up to the event, rather than collecting and managing every individual. Ticketing is of high importance to Theme Camps and they should be highly involved with creating this process. Feedback could be gathered in the winter months of May and June, leaving July to finalise the process with ExCom.

### Theme Camp Application

The information gathered from camps in the initial application is paramount to a successful process. This also applies to the welcome information and introduction process. Some updating is needed, and therefore recommend that all departments liaise with the Theme Camps Team before applications open so that all necessary information is collected and supplied (allowing Theme Camps to also apply for tickets, Mutant Vehicles, and fire activities during that initial stage).



### Resources and Budget

Regarding extra resources required the most important addition would be a database software like SmartSheets, to collect and more easily manage Theme Camps data. Also a subscription to a Video conferencing platform that can hold at least 100 callers. With the addition of the Mutant Vehicle Process, it is necessary to have a budget allocated for identification swag, e.g wristbands and stickers.

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## VI. Communications

### **a) Communications Department by Shelley Watson, ExCom Communications Facilitator**

Kiwiburn's Communications team has grown substantially in the last two years. Julia Damrow is 2IC and editor of the EFP, Kora Deverick continued contributing stories between her other commitments though will now be leaving the team after many years helping on and off. Kat Robbie took up the role of Community Engagement. Sarah Hitchings took over managing Instagram and Media, and Reuben Osborne as Photography Liaison. Brad the web guy took on a 2IC, Jeremy Warne, and Kayleigh Malthouse is helping with Graphic Design.

The Electric Fencepost (EFP) newsletter changed from monthly to weekly so information and news could be more relevant and timely.

The team got together late March 2019 for an all day meeting which was part training, part planning and brainstorming. Less formal gatherings happened sporadically throughout the year, both one on ones and small groups, for training, feedback, and checking in. We find face to face meet ups incredibly useful, and occasionally use Google Hangouts.

I represented Kiwiburn at the Australia New Zealand Leadership Summit (ANZLS) in Melbourne last June, and spoke about Crisis Communications relating to incidents at the 2018 event.

On site, the lack of internet connectivity in the usual office had us camp out in the Site Office building, as it was important for Comms to have a place to work from with reliable speedy(ish) internet to get the latest information and updates out to the community. It made for a lot of interruptions, and a lot of unexpected information gathered from random conversations from those dropping in.

### **b) Communications Department by Julia Damrow, Communications Facilitator 2iC**

As 2iC I've had relatively broad access and visibility across what goes on within Communications, and although the assignment of the role itself has had little impact on the day to day duties, it did afford a more holistic view by shadowing the facilitator role. In terms of day to day operations, the role was mainly unchanged as my focus remains the EFP, social media postings as well as managing the news@ inbox. I was present on the Paddock as an early entry in another role with Site Office and provided up-to-date travel and arrivals information, along with photos from the Paddock, helping provide relevant information to attendees making their way to Kiwiburn.

Survey Monkey was used again for the annual Census, set to run from the last day of the event until early March. We kept to 29 multiple choice questions again. 521 people filled it out, 70 or so more than last year. The team analysed the data to present it in layman's terms. Our designers made it look pretty and uploaded a pdf to the website for people to view and download.

### **c) Community Engagement by Kat Robbie, Community Engagement Lead**

My job was to keep an eye on social media, responding on Facebook to posts, and answering questions are part of what the role entails. We get hundreds of requests a year to join the Facebook group, and I try to make sure that people wanting to join the group adhere to the rules, and aren't spam or bots.

If ExCom has something they want to relay to the community, they are able to channel this information through myself. However, the role is somewhat underutilised. In the future, I would welcome looking at strategies for how the Community Engagement role could best help ExCom communicate to the wider community.

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#### **d) Design by Shelley Watson, Communications Team**

- The annual poster design competition had six entries from the community – a record number! They were presented anonymously to the Arts Team, who then voted on them and determined the winner. The artist, [Erika Pearce](#), worked with me (graphic designer) to create the sticker, volunteer patch 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 12 pages to 32 pages! The content was formatted automatically from the website to Adobe InDesign which worked well. Both adult and under 18 wristbands were designed and produced again this year, and lanyards for Mutant Vehicle drivers were produced for those participants.
- The [Media Kit](#) was updated for the first time in a few years.
- A ticket was designed, though unfortunately the ticketing team did not have the capacity to upload it.

#### **e) Electric Fencepost (EFP) by Kora Deverick and Julia Damrow, EFP Co-Leads**

- The EFP has 1730 subscribers, a massive increase from the 1000 or so back in 2018. Mail Chimp tells us EFP has a 12-28% open rate, on par with previous years.
- We (Kora and Julia) ensure that the EFP is written and edited on a week by week basis, where possible/appropriate based on a theme. Readership is monitored, including which stories strike a chord and which links clicked more than others via reports and analytics in Mailchimp.
- We ran an EFP survey using Survey Monkey in June/July to gauge readership interest, what kinds of stories were important and which topics, learn more about our readers and how to improve the weekly offering. The feedback was valuable and has been incorporated into how the EFP is edited every week that features an edition.

#### **f) Media by Sarah Hitchings, Media Lead**

For the second event in a row, we had no media on site, as there were no requests. We were contacted during the event by a radio station for an interview on short notice, and by the time the email was read, the deadline had passed. The Design team updated the [Media Kit](#).

#### **g) Photography Liaison by Reuben Osborne, Photography Liaison**

I joined not long before Kiwiburn started. As such, the transfer of the photo library to Kiwiburn's GSuite is incomplete. We took the library over to Google Photos which is easily searchable. We liaised with a handful of photographers willing to share their images with Kiwiburn after the event, creating folders for them to put their images into. The idea being to sort suitable images into different categories for when Team Leads request an image.

#### **h) Social Media by Shelley Watson, Kora Deverick, Kat Robbie, Julia Damrow, Social Media Team**

- Facebook is still where it's at for our community. News and updates are posted approximately 2-3 times per week. An [event page](#) is created, and a [Rideshare Group](#) was created instead of the usual event page due to new Facebook restrictions on the length of events.
- The [Page](#) has 11,508 followers, around 3,000 more from 2018; 56% Women (up 5%), 41% Men, with the 25-34 age group still being the most active. 6,252 are from New Zealand, with 2,469 from Auckland and 1,258 from Wellington. 1,466 are Australians (with twice as many MelBurners than Sydneysiders), and 1,070 from the USA.

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- The [Group](#) has 7,701 members, up 1200 from 2018. Each person wishing to join the Group is required to answer two questions: 1) Hi! Why are you keen to join the Kiwiburn Facebook Group? 2) And, how did you hear about Kiwiburn?, and read and accept the Rules of the Group. This helps filter out false profiles and spam.
  - Our [Twitter](#) followers have grown to 378, up 42 from 2018. It was linked to our Facebook Page so page updates automatically appeared in the Twitter news feed, however this feature is now no longer available from Facebook.
  - Our channel on [YouTube](#) is sorted into years for easy viewing and updated each year.
  - Kiwiburn has 2,614 followers on [Instagram](#)! That's 1,000 more than in August last year. The average number of post likes is 59 and our engagement rate is 2.39%.
  - The [website](#) has recently been restructured to be more logical and streamlined with menus consolidated and the whole site is now even more mobile friendly. Have a read of the team's report:

### **i) Web Services by Brad, WebMaster**

The team successfully completed part one of our multi-stage website redevelopment plan in December 2019. After many years of regular updates and changes the website had become bloated and difficult to maintain, and needed a fresh start to remove all the old components. We rebuilt the website into a new Wordpress theme / framework, which will make future developments and website maintenance much easier, and will enable us to power ahead with additional website developments that have been in the pipeline for some time.

The website rebuild also involved:

- Reworking the site architecture, to make it easier to find content
- Updating the mobile version of the site
- Installation of an SSL Security certificate
- Development of a new, custom event database for managing the Event Guide (streamlining the entire process from submissions through to printing the Event Guide booklet)

Other exciting developments planned are:

- Revamp of website content to reduce bloat
- In-depth graphic design and illustration for the website content
- Expanding the Event Guide system to also manage Theme Camps and Art Installations

We thought it might be interesting to share a few key statistics, to give an idea of how the Kiwiburn website is being used by the community:

- Over the past 12 months, the website was visited by nearly 40,000 people - 26,000 of whom were in New Zealand
- 10,000 people (25%) visited the website more than once
- The average website visit lasted two and a half minutes
- On Saturday 14 September (ticket sales day), the website was visited by 2,500 people! This doesn't include people who went direct to the Quicket website to buy their tickets (e.g. via the ticketing links posted to the Facebook group, or sent out in the EFP)
- 63% of website visitors use their mobile phone, 35% on desktop computers, and only 2% on tablets.

And in boring news - the website came in within budget and we don't see any major changes to our set up, running costs, or structure for the coming year. We now have a solid foundation for future

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developments and are looking forward to continuing to improve the site over the coming months and years.

### **j) Recommendations / Improvements for Next Year:**

- Training / upskilling for team members where required
- Work with our community to incorporate Te Reo into the website and communications
- Recruit another writer for EFP
- Change EFP to fortnightly from weekly to reduce pressure to get it done in time each week
- Review the Community Engagement role; ways to engage more or drop the role
- Recruit a dedicated Facebook manager / Twitter writer
- Create folders of photos of different aspects of Kiwiburn eg Effigies, Fire spinning etc
- Work with Ticketing team on ticket artwork requirements
- Continued upgrading of and improvements to the website, including the new home page
- On site, improve access to fast internet so Comms team doesn't need to work from Site Office, or create dedicated space in Site Office to work from
- Review and adjust the Facebook Group rules.

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## VII. Crew

### a) Crew Department by Holly Bennett, ExCom Crew Facilitator

(Crew Facilitator 2iC - Ness Radich)

#### Crew Performance

Volunteer roles for onsite teams were all filled in decent time before the event started. This took a good deal of what would otherwise be pressure off of the teams. There were some difficulties however with the line of communication between Kiwiburn and the volunteers. Volunteers were shown a notification when they signed up, as well as an automated email explaining the process of recruitment. However, as there was no timeline or process for what needs to happen after a volunteer had applied, it was not uncommon for them to go uncontacted by a team lead for long enough for them to wonder what is going on. This would sometimes result in the volunteer organising a role through another pathway. This in particular caused some difficulties as it would mean the volunteer was assigned to one team, but joined another, and neither team leads nor the volunteer would keep the volunteer manager updated on what was happening.

In terms of team lead roles and speciality roles, finding people who are a good fit for these could sometimes be challenging. Finding the right combination of skills, personality, ability to commit, and general Kiwiburn experience was not always easy. There were some gems discovered and some that needed more support, thus is the nature of volunteers though.

There were nearly 800 people who signed up to volunteer at Kiwiburn 2020, all with different levels of communication skills, ticketing status, and enthusiasm. Coordinating this volume of people is quite challenging. The decision to create purpose built software instead of using Volcor was an ideal one however, this turned out to be most unfortunate in the end when the project fell through. Bad software would probably have been better than no software at all as, using excel to coordinate that many people is not an easy task. Everything ultimately turned out fine, however if this role is to be done as best it can be, good software is a must. This will also help with the flow of communication.

SWAG did an amazing job with the information they had. The resources available for this department made it challenging to get things started. It appeared there was not a great deal of support or information passed down from the previous Crew Facilitator which meant that the SWAG process did not begin until much later than it needed to be. That being said, with the support of key members of Excom, SWAG lead did manage to uncover enough information and push things over the line in time. Slow communication between SWAG and leads was a setback however, thus is the way with emails a lot of the time.

Beginning the role of Crew Facilitator late in the year did come with a number of challenges. Fortunately the number of tasks imperative to the operation of the event was not great enough so as to make it unmanageable to get what really needed to be done, completed in time. There are a number of roles that still need developing and elements that could use a good tidy. I think the Crew department is still in its early years and still needs to develop into its own.

#### Resources

- There were no resources required by the Crew department this year.

#### Budget Analysis

- Crew did not have a budget, other than what was required for SWAG.
- If Kiwiburn can afford financial incentive for software development this would be most helpful.

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**Recommendations / Improvements for Next Year: (here are some vague suggestions)**

- SOFTWARE.
- A more detailed explanation of the process everyone is to follow for the recruitment of volunteers. This process needs to be clear not only to volunteers, but to Team Leads and other crew members as well. It would need to be followed by every person, every time. The magnitude of admin and logistics involved (due to the sheer volume of people) means without an airtight process, it's easy for people to fall between the cracks.
- Don't open up volunteer applications until after ticket sales have happened. This is to save on a significant amount of extra admin that comes from having to find out if a volunteer has a ticket after the sale.
- Refinement of roles - what is necessary, why is it necessary, and how will the role be carried out?
- Non Violence Communication courses for everyone.
- Standard of practice for checking and responding to emails.
- Improved channels of communication.

**b) Crew Processes by Renee Van-der-, Crew Processes Lead**

No Afterburn report was submitted this year.

**c) Crew Support by Joel Lawry, Crew Support Team Lead**

No Afterburn report was submitted this year.

**d) SWAG by Olive (Amy) Coulsen, SWAG Lead**

No Afterburn report was submitted this year.

**e) Volunteers by Holly Bennett, Volunteers Lead, and Saxon Brazier, Volunteers 2iC**

See Crew Facilitator report above.

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## VIII. Infrastructure

### a) Infrastructure Department by Ronan, ExCom Infrastructure Facilitator

#### Crew Performance

This year's event was an unmitigated success. All teams worked to upgrade their realms of influence. MPW made the site more accessible than ever and created two new structures. Town Planning rolled out a new site map. Kitchen established the infrastructure for a self catering kitchen and fed more crew than ever before. Little training was undertaken this year. We hope to expand to the build crews first aid training for the year coming.

MPW worked very well as a team this year. We would like to roll out bigger infrastructure projects in the future like solar lighting etc. Kitchen raised the standard to a point that will be hard to beat. Town Planning continues to evolve the map and place art to create flow through the site. Traffic needs a way to develop engagement so volunteers show up for their shifts. Site office is doing well and mostly just needs access to docs. LNT worked very well but we need to make sure they get the same extra volunteers in future.

#### Resources

- While Nan is the current infrastructure facilitator his commitments and stepping back from ExCom meeting means that I as Event Manager take over interacting with some teams. Sometimes this works well, sometimes not. It would be good to have defined roles going into the next event or a handover from Infrastructure to EM as we head onto site to make sure nothing falls through the cracks.

#### Budget Analysis

- Total spend for the year was \$47,659 versus a budget of \$52,641 and versus a spend of \$35,846 in 2018 (our last event to be inserted once Financial Statements finalised)

#### Recommendations / Improvements for Next Year: (here are some vague suggestions)

- Improved training. MPW to be offered first aid certs mid year.
- Purchase of specific resources - MPW?
- Change of procedures - MPW?
- More volunteers are needed for LNT and traffic teams
- Improved channels of communication between infrastructure and EM would minimise miscommunication between teams. This reduces frustration when teams do their own thing without feedback and then need to alter their work.

### b) Kitchen by Kali Zahira on behalf of Bek Stewart, Kitchen Team Lead

Kitchen ran from the 5th of Jan to the 1st of Feb 2020. It produced 2400 meals for onsite crew and established infrastructure for self run kitchen crew in the future. The crew had varying levels of experience but all worked long hours to bring us delicious meals.

**Start:** Keep developing procedures and docs to help us grow as a self catering kitchen.

**Stop:** There has been a request from build crews to make dinner later. We will discuss it closer to the next event.

**Keep:** Establishing local suppliers and contacts to get quality local produce. Producing mostly plant based meals to allow for diets and keep costs down. Choosing great talented volunteers. Controlling alcohol intake.

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## **c) Leave No Trace (LNT) by Hamish Williams, LNT Team Lead**

### **LNT 2iC –Nikki Brain**

This was my first year as team lead for Leave No Trace which was a bit of a learning curve, but I feel that things went mostly pretty well and I got a lot out of the experience. I was really lucky to have a really awesome 2iC, Nikki, and a super team of volunteers that stepped up to serve on the MOOP ARMY post-event.

This year the MOOP ARMY completed full MOOP sweeps of all three paddocks, the Forest, River, and all other outer parts of the site including Gate and Greeters. MOOP that we collected was sorted/recycled/upcycled as much as was practically possible – the rest we disposed of to landfill in the skip that Nan had delivered to site. For the first time in the history of Kiwiburn the MOOP ARMY made use of GPS technology to accurately record the location of MOOP hot spots and the spatial extent of particularly problematic MOOPY areas that we found.

This new system worked out really good - flags were used to mark the location of MOOP hotspots identified during line sweeps of the site (the flags were super visible from some distance and made relocating these MOOP spots so much easier), and these flagged locations were revisited over the following days to be adequately dealt with. The locations of these MOOP hotspots were recorded with handheld GPS, reference photos were taken, and notes about them were made in the MOOP ARMY's campaign diary, before these areas were cleaned up. This system was super-efficient and helped make Sgt Snuf's off-site job of putting together the Kiwiburn 2020 MOOP MAP so much easier. Thanks team!

Training for MOOP ARMY volunteers was minimal, completing line sweeps is not the most mentally intensive or challenging job, but the whole team was enthusiastic about not only making sure that the Paddock was left sparkly and clean and MOOP-free, but also about helping to collect Leave No Trace data about the MOOP that would hopefully prove to be useful to the community going forward. Having good music cranking on the blue-tooth speaker while out there line sweeping for MOOP also made the mission super fun! It was a bit worrisome in the lead up to the Burn as only a few volunteers had signed up to serve on MOOP ARMY and a few had to cancel at last minute.

However the task of line sweeping the entire site was made so much easier with an extra 10 joining the ranks on Tuesday (thanks a bunch Fuck Baozi Burners, you lot totally saved the day). The more people there are to line up and line sweep the site for MOOP, the quicker, easier and more efficient it is to clear the site of MOOP. Thankfully this year the MOOP ARMY did not have to poach anyone from the MPW or Pack Down crews to make up numbers like what had to happen after KB18. No one complained, no one was injured, no one was left behind. No one had to clean up bio-hazardous MOOP (Sgt Snuf pulled rank and bravely took care of those nasty unmentionables). The Leave No Trace team was well supported by Nan and the MPW crew, and was well fed throughout the campaign by the kitchen crew. The last of the MOOP ARMY volunteers left the site Friday 31 January.

Leave No Trace MOOP ARMY volunteers got some nice embroidered caps this year as Swag, which helped in part to build a nice Leave No Trace/MOOP ARMY team spirit. These were gifted by a member of the community, the costs of producing this swag did not come directly out of any Kiwiburn budgets.

### **Recommendations / Improvements for Next Year**

- More volunteers! The more volunteers there are, the quicker, easier, and more efficient it is to clear the site of MOOP and ensure that there is absolutely no trace left behind. MOOP ARMY thinks that perhaps 1% of the Kiwiburn population is perhaps a good number to aim towards?
- More of a visual presence on site during the event – MOOP ARMY thinks that the time has come to establish a Leave No Trace Theme Camp. Such a camp would be a perfect place for info/fun/games/workshops all about MOOP, Leaving No Trace and other sustainability related things to take place at.

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- Address the issue of bio-degradeable MOOP/food scraps! MOOP ARMY found heaps of it of all different types all over the Paddock. It would be better if the community had a centralised place where this could be gifted during event for on-site composting.
  - Swag. Leave No Trace / MOOP Army patches would be cool. The Leave No Trace/MOOP ARMY volunteer team needs a wicked logo. Other volunteer teams have wicked logos.
  - Tools. MOOP ARMY needs more MOOP grabby sticks (there were casualties - we have now only four operational ones).

#### **d) Ministry of Public Works (MPW) by Ronan, MPW Team Lead**

No Afterburn report was submitted this year.

#### **e) Site Office by Hussy, Site Office Team Lead**

##### **Crew Performance**

I arrived on-site 4 January, and set up the office alone until 8 January, when my 2IC Corey arrived. It was Corey and I running the Site Office until 19 January, when my 3IC Julia arrived. As it was my first year, I trained myself through existing manuals and asking people on-site with experience when necessary. I updated the manuals and important printouts as I went.

As the role is more about organisation and common sense, I found it to be fairly simple and not stressful. The training I had was easy to pass on to my other volunteers, and together we figured out the best way to do things when it wasn't immediately apparent. My small crew was efficient, friendly and willing to help - I can't see much in the way of improvement, to be honest. I would recommend people who are very familiar with spreadsheets and even web/graphic design, as this was beneficial when updating docs and creating signs. Build shifts were simply Corey and I working side-by-side, and communicating when one of us needed a break. It was pretty casual and there was always someone at the office to assist the build crews.

##### **Resources**

I enjoyed the entire time of build and the burn. I felt supported, appreciated and welcomed to a Burn I had never been to. Tania had left the Site Office well organised and well stocked, so I just hit the ground running. It seemed like the Site Office was responsible for more safety practise than previous years, which I could only assist with in minor first aid instances (thankfully there were others on build crews with medical training). Also, in the end Site Office handled the charging of ALL power tools for build crews - I thought in previous years, Temple and Effigy arranged their own charging stations. This wasn't hugely problematic, but it meant build crew had to trek back to replace batteries every time, and have access to the office at the Ops night when it is usually closed up and unmanned.

The actual building for Site Office was the former Ops Office, but bigger, so it was an upgrade! It did take longer than expected for the Ops Office to be built, so we could use the extra room at the back as a temporary office for the Event Management team. However, we also had other people setting up in the back area of the Site Office, which at times made it quite crowded and harder to do some of our tasks. We set up a couch in the back connecting area of the two offices to combat this, but in future with the expanding amount of people on site for build (for instance, Sustainability, who didn't have anywhere assigned to work from), perhaps a re-allocation of where people can sit or another office building may be necessary?

##### **Budget Analysis**

I don't have an exact number on budget expenditure, as it was a little confusing for me having an Australian bank account and other people buying items on behalf of the Site Office.

*[Added by Finance - Site Office's Budget was \$3,000 which apart from general office supplies also covered replacement laptops and other office equipment but Site Office's actual expenditure was only \$1,100 as the expected purchase of laptops was not found to be necessary this year]*

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I came on board a little later than expected, so I didn't really spend anything before I got on site. There was also all the main technology already, so expenditure was mainly on replacing stationary and refills.

On site, I was using Prezzy Cards via the Treasurer or the Treasurer's actual card details for larger orders, on behalf of Infrastructure in general. I assisted with finding items for MPW, the build teams and Site Office, and logged this usage by giving receipts from my shopping excursions and a Google doc in Drive for digital receipts with online purchases (shared with the Treasurer). Sometimes the Treasurer bought items directly on his card.

With this more complicated process, it was hard to discern the exact expenditure of the Site Office or compare it to previous years (I'm not sure where that information was kept).

#### **Recommendations / Improvements for Next Year:**

Volunteers during the Burn; I rostered 1 shift manager and 1 general volunteer at any time – a reduction from previous years based on Tania's feedback. This worked in the sense that the volunteers often didn't turn up (a combination of miscommunication, arriving late or forgetting) so we still had 1 person working. It may even be possible to have only a shift manager rostered on, as these people were the reliable ones.

#### **f) Town Planning by Kali Zahira on behalf of Cameron Ryan, Emma Morris, and Leo Geyde Town Planning Co-Leads**

Town Planning intends to step down this year though they are committed to updating JD's and training the new team. They successfully presented a different map layout this year in consultation with Theme Camps and ARTery. They marked roads and theme camp areas and helped direct Theme Camps and general participants to camping areas.

**Stop:** Placing Temple and Effigy via map, have Town Planning onsite or a GPS coordinate for more accurate placement. Choosing road names via Facebook consensus. Placing Theme Camps so close to burnable art.

**Start:** Finding new Town Planning crew with design experience. Creating an earlier timeline. Giving a specific budget and instructions on using it. Welcome later arriving teams onsite and include them in at least one morning meeting. Create a communication matrix for how team leads want to be contacted. Teach better radio protocol. Look at ride-on or some kind of lawn mower for road layout. Develop a plan for signs. Long term strategy for growth (extra paddock?).

**Keep:** Liaising with Theme Camps, creating a map and hosting art. Having more people onsite earlier.

#### **g) Traffic by Kali Zahira, Traffic Team Lead, note Mark Cheetham as Traffic Team member**

Traffic was taken over last minute by event management when it became apparent town planning needed support on the busy Wednesday and Thursday entry days. The Traffic Crew was sourced from both personal callouts and through crew wranglers. Volunteers were allowed to fill in their own roster. The first two shifts were granted early entry. They were provided with maps, light wands/umbrellas depending on their shift. Apart from the early entry shifts many were badly attended putting pressure on a few volunteers.

**Stop:** Needs own team lead with strategy on briefing each shift. Needs to be organised earlier.

**Start:** Engaging volunteers earlier and providing pre meetings to encourage more people to turn up for their shifts. Keep volly info so can record if early entrants don't show up. Thank vollys after shift and give patch as appreciation.

**Keep:** providing umbrellas and wands to make the job easier. The amount of shifts and early entry worked well.

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## IX. Services

### a) Services Department by Jasmin Hunter, ExCom Services Facilitator

No Afterburn report was submitted this year.

### b) Centre Camp by Kane McGillicuddy, Centre Camp Team Lead

No Afterburn report was submitted this year.

### c) Depot by Kora Deverick, Depot Team Lead

#### Crew Performance

The Depot team achieved greatness; selling ice like seasoned professionals and giving information like it was everybody's business. All crew were emailed the Depot Manual pre-event. Shift Managers were given the low-down 10 minutes before their first shift (although all Shift Managers were returning Depot Megaminds so knew what was up), Shift Volunteers (Shifties) were given the low-down when they arrived. All relevant info was either slapped to the walls, or in the Red Folder of Awesome. Training worked well - those in the know shared knowledge with those in the new.

The majority of our team showed up on time, gave the correct (mis)information, were exceptional at carrying AND selling ice, and giving temporary shelter to Lost and Found items. We had some no-shows and late-comers. Easily countered, shifts were covered easily but would be nice to have a solid back-up and not just default to Urs who does a lot of work besides. The Shift Managers did an incredible job, some stayed on after their shift without being asked to cover no-shows etc. Shift handovers were fine, 2IC/Lead were usually there. A little re-jigging of shift times wouldn't go amiss (see recommendations).

#### Resources

My experience as a Manager this year was Lush. I did most of the preparation pre-event (on and off-site) so I had little to do during the event except check-in a few times throughout the day. This was made possible by the Exceedingly Awesome Urs, who opened and closed our shutters every day, tidied, prepared, helped with morning rush, briefed Shifties, counted and transported the coin... basically ran the show during event time! Dedicated and diligent AF. I felt supported. Had a helpful chat with the Services Facilitator pre-event, and in good time. Closer to the event, it was sometimes a bit of a run-around to find information, but it all pulled together in the end. Helped by the fact that Urs and I have both been around a while, probably.

- To make this role function more smoothly I would like better communication between all teams. E.g. we had many people coming to us (pre and during) saying that they had been directed to the Depot for their volunteer shift elsewhere. Sometimes we had been told where to send folk, sometimes we were as lost as they were. Also, as a volunteer 'hub' it only works when we are open.
- We liked our location, surrounded by our Services Whānau.
- Maps - got a bit confused. Didn't know Town Planning was printing one for us. Could have organised to print a massive one, which TP wanted too, but thought we had Giant Map from 2018 and it was destroyed (boo-hoo, ya-hoo). Comes down to communication.
- Giant Freezer - a perfect addition to the family. Very pleased to hear that Kiwiburn are planning to buy it for us!

#### Ice Sales

- We had one delivery pre-event (1872 bags) and one during the event (600 bags).
- We sold 2250 bags to participants.
- There were about 44 bags of internal ice (for teams).

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- There were 178 bags left over which were donated

### **Lost and Found**

- Many things found their righteous and very pleased owners on-site.
- Most things Kora took home did NOT get claimed, despite our best efforts with a Facebook group. Some things, phones and keys, did.
- Said group went well, other camps/people used it. Will use again.
- Unfortunately, our front lawn became somewhat of a dumping ground for items that Depot does not accept (clothes, etc) - next year we shall make a sign for people to ignore, but at least we'll have a leg to stand on. Get off our lawn!

### **Budget Analysis**

- We spent our dollar dollar bills on food and drink. Also office supplies, a new fan (our Biggest Fan was appropriated elsewhere), cleaning supplies, and a dragon. The 2IC never got to ride the dragon, a fact which she regrets to this day.
- We may be investing in some New Things (see below).
- *Added by Finance - once the purchase cost of the ice plus the hire and transport cost of the freezer unit was offset against ice sales there was a net loss of \$700 on the provision of ice at KB20*

### **Recommendations / Improvements for 2021**

- Shift times - Morning shifts start at 9.45am instead of 10am, for briefing/training, etc. Especially on Friday and Saturday (when queues are forming before we open). Shifties can then leave at 1.45pm - handover doesn't take long and the Depot can get crowded.
- Would like to confirm Early Arrival requirements further in advance of the event, I know it was stressful/last-minute but I found the communication on that unreasonable and fucked a lot of teams/people around.
- Insulating curtains for the freezer door, as is being opened a lot. Would save energy.
- Ice post-event: teams/people would approach us after the week's ice recon is done, we still had ice so there is no reason to say no. Probably just need to record it.
- Need to make sure we have another volunteer to help or be able to stay later on Monday, take-down was rushed (2IC doing Recon/Lead having to leave by 2pm).
- Get a wee bar fridge (instead of the chilly bin) which doesn't pull much energy. A solar battery would be ideal, but whatever works.
- Invest in a new (second hand) sofa and a lamp, not sure where our 2018 lamp went. We borrowed one for 2020 (thanks Dodds).
- Lost and Found - include a requirement to take responsibility for Lost and Found at Theme Camps - some camps attempted to drop their items off with us, this is far too much follow-up for us post-event. Civic responsibility!
- Our Clothesline was so full and so popular with all our Wonderful Fancy Clothes that we'll need to A) keep it tidier, B) possibly bigger/sturdier and C) ensure the Womb doesn't get jealous of our mad steeze and steal all our clothes.

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## d) Gate by Hayley Ware, Gate Team Lead

### Crew Performance

We had 47 Gate crew this year, working an average of two shifts. This includes nine Shift Managers working an average of two manager shifts. We had seven instances where a volunteer didn't show up to their shift over the total 22 shifts. A number of new processes were introduced this year to handle the large traffic volume on Wednesday. 1,343 participants arrived on Wednesday, (~70% of the total population!). Despite the large numbers, our new processes kept the vehicle queue manageable. Maximum wait time was two hours, and the queue only backed up past the bridge once (for about half an hour).

The new processes added for Wednesday were:

- An express lane for vehicles with children or volunteers with afternoon shifts, to send them to the front of the queue.
- A holding area ('D-Lot') for vehicles with ticket issues, children, passenger drops-offs/hitchhikers, and other non-standard situations. Moving these vehicles out of the main queue freed up volunteers to process other vehicles, and the Shift Manager could handle vehicles in D-Lot once available.
- Separate teams with well defined roles:
  - **Fun police:** interacted with participants in the queue, checking participants had tickets and ID ready, and were prepared for the event.
  - **Ticket handlers:** checked for stowaways, and processed participants at the front of the queue. This was organised so that up to four vehicles could be processed at a time.
  - **Traffic management:** liaised with greeters department to manage traffic flow, allowing the shift manager to manage the shift.

Shift lengths were mostly four and a half hours, with a half hour training/handover buffer. This time was used for outgoing crew to train incoming crew, so they had a chance to observe the 'experienced' crew at work, and have a go at doing the job while supervised by the 'experienced' crew. This peer-training was very effective, but oversight from Shift Managers was also important to ensure that the information being passed on was complete and correct. Outgoing Shift Managers could choose their best Volunteer/s to conduct training, to ensure it was kept to a high standard.

DATE	SCANNED	2018	2017
<i>Note: figures for Sunday, Monday and Tuesday include processing of all early entry participants.</i>			
Sunday 19 January 2020	27	58	0
Monday 20 January 2020	109	85	61
Tuesday 21 January 2020	161	210	208
Wednesday 22 January 2020	1343	1034	949
Thursday 23 January 2020	195	241	189
Friday 24 January 2020	122	140	101
Saturday 25 January 2020	11	19	27

### Resources

- This year the Gate Lead had two 2ICs, which was extremely valuable for distributing the workload in the leadup to the event, and even more so for minimising the number of on-call Gate Manager days each person had to do during the event.

- Gate and Greeters worked much more closely this year than previously. We coordinated our shift schedules: handovers happened at the same time, Greeters operated the same hours as Gate, and radio protocols for Gate Road traffic were discussed in advance. This was a very useful working relationship.

### Recommendations / Improvements for Next Year

- Changes to Gate opening times (suggestions are based on data collected through ticketing and the number of participants arriving at Gate):
  - Early Entry: Gate kept open until 8pm (currently 6pm)
  - Wednesday: Gate to close at midnight (currently 2am)
  - Thursday-Saturday: Gate open at 10am (currently 9am)
  - Saturday: consider closing gate earlier (perhaps 4pm instead of 6pm, or even earlier) or not having it open at all.
  - Thursday and Friday: consider closing gate earlier (10pm instead of Midnight)
- Changes to rostered numbers:
  - Three volunteers each Saturday shift, instead of four
  - Two more volunteers for early Wednesday shifts, to account for no-shows and allow volunteers to rotate and take breaks on shift.
- Inform other departments about the Wednesday Express Lane so they can utilise it for their Wednesday afternoon volunteers. This may decrease Early Entry requirements and prevent Wednesday afternoon no-shows.
- All departments to share rosters with names in advance to avoid double ups of early entry Crew (and Swag requirements).

### e) Greeters by Nuri and Jessca, Greeters Co-Leads

No Afterburn report was submitted this year.

### f) Ticketing by Jasmine Hunter Ticketing Lead, and Craig Gainsborough, Ticketing 2iC/Team

This year we had unprecedented demand for tickets, with all available public tickets being sold or within carts within three minutes of the tickets going on sale. Ticket sales were capped at 2000 people (excluding children) in accordance with resource consent.

Ticket Price	# of Tickets	Ticket Type	% of Adults
\$ 195	1648	Adult	82.6 %
\$ 195	245	Volunteer, Art Grant and Theme Camp Reserves	12.3 %
\$ 15	102	Crew, Effigy and Temple Reserve Tickets	5.1 %
	<b>1995</b>	<b>TOTAL ADULT TICKETS</b>	
\$ 0	168	Children	n/a

*Table: Distribution of tickets sold for Kiwiburn 2020.*

#### Ticket Pricing

- Tickets were sold at a flat price of \$195.00 plus booking fee. Of the total available tickets 1600 were made available for the initial public sale mid-September 2019; these sold out almost immediately. An additional 48 tickets were then added to STEP from reserves not required, for a total of 1648 tickets publicly sold. Exchanges and purchases through STEP totalled 119.
- Reserve tickets at full price were made available for art grants recipients, Theme Camps and volunteers, of which there were 245.

- Essential operations crew working year round, and those required to be onsite for seven consecutive days or more, totalling 102 eligible people, were offered tickets at a reduced price of \$15.
- This year there were a total of 168 child tickets sold at no cost.
- Tickets were not available to be purchased on site. Total revenue from ticket sales was \$370,470.

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2020
Tickets	145	182	250	405	530	536	754	783	954	1485	1635	1811	1995
Growth	n/a	25%	37%	80%	17%	1%	41%	4%	21%	64%	10%	11%	10%

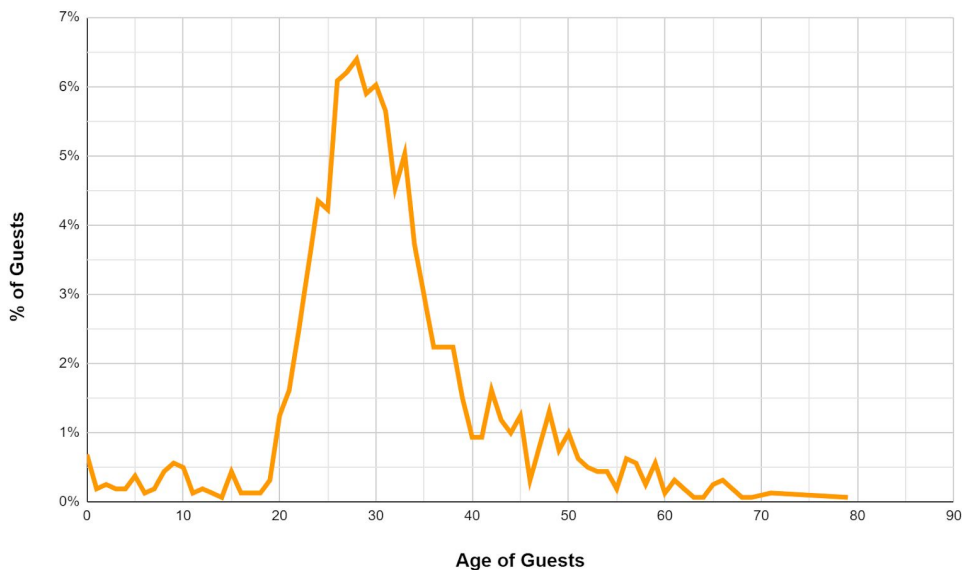
Table: Shows ticket sales and growth of number of adult tickets over the life of Kiwiburn. 2019 is excluded as Kiwiburn did not happen that year.

Quicket was used to process all ticket sales this year and despite a number of technical glitches leading up to the event, handled sales and check-ins smoothly. Quicket has been working closely with us taking onboard feedback and we are looking forward to a much smoother process this coming year.

There has been feedback on the amounts of tickets made available, and the timing of then they were made available, for registered Theme Camps. We are working to refine the approach to administering these reserves based on learnings from this year.

**Event Attendance:**

- In total, 68 adult tickets which were sold but not checked-in (no-shows), or 3.4% of tickets sold. Children were considerably higher, with 119 of the 168 sold, or 70.1% of registered children, not coming to the event, resulting in a total Paddock population of 1976 people (adults and children).
- On the first day of Kiwiburn check-ins at Gate were consistent through the first day of the event and only dipped slightly as the day progressed. Check-in rate was 130/hr at gates open, decreasing to 118/hr at gates closed and peaking at 136/hr.
- In terms of country of origin, 79.8% of attendees this year were from New Zealand. The remaining attendees were from USA (4.3%), Australia (4.1%), South Africa (3.9%), UK (2%), Germany (1.1%) and Canada (1%). In total people from 34 countries attended.
- The average age of all attendees was 31.5 years, based on data from 74.5% of people attending.



Graph: Age distribution of guests attending Kiwiburn 2020.

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### **Observations from Ticketing:**

- Theme Camp reserves only being available after the public sale was problematic due to the large demand for tickets.
- All sales for tickets should begin earlier in the year.
- Many crew and reserve tickets were not purchased in a timely manner and accounts for the two unsold tickets. This is a repeating issue which will be addressed this coming year.
- There was uncertainty on how to check your place in the STEP queue, which will be clearer now that the information is available.
- Ticketing requires more than one person working on it during the year due to the volume of queries and the urgency required leading up to the event.
- The 24hr STEP window was vastly better than the 48hr window of previous years and resulted in a smaller loss of ticket revenue.
- Double handling of reserve personnel information is happening, which could be streamlined to assist in speeding up reserve ticket sales and information being shared across the various Kiwiburn teams.
- There were very few issues at the gate this year requiring ticketing support, and those which did arise were as a result of last minute purchases or improper ticket exchanges.
- Quicket handled requests well, although there continue to be challenges with the backend system which we are liaising with them on.
- A number of reserve ticket requests were lodged at the last minute requiring ExCom approval. Recommend a cutoff date in line with reserve purchase cutoff for any such requests as these tended to be the ones that resulted in issues at the gate.
- Consideration should be given to potential fair ways of distributing the available public tickets given the high demand for them. At this stage we are exploring a lottery system of some form.
- The demand does exist for tickets to Kiwiburn, so should resources (year-round volunteers, resource consent and other considerations) be available then the revenue would be there to support expansion.

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## X. Safety

### a) Safety Department by Ryan Carville, ExCom Safety Facilitator

#### (Safety Facilitator 2iC - Wayne Verker)

This was my first year joining ExCom and taking on the role of Safety Facilitator, and I got to see Kiwiburn from a new perspective. Thankfully there were a bunch of fantastic humans who really did a lot of the grunt work on the Paddock looking after everyone - Rangers, Medics, Security, FAST, Site Managers, and Event Management I'm looking at you - thank you to all of these brilliant folks.

The crews I was facilitating were extremely self sufficient, and all did an outstanding job working to keep everyone safe and having fun on the Paddock. Reports from Rangers, Site Management and Medics paint a picture of the Paddock that was low on serious safety incidents or injuries, which was great to see. I certainly felt as though people really bought into the goal to make Kiwiburn a safe place for everyone, so thank you.

We had a new Security contractor on board this year, and worked with them prior to the event to brief them on what to expect and how to behave at Kiwiburn. Apart from a couple of MOOP incidents up at Gate (which the Gate crew turned into an opportunity for education) and some minor roster confusions, the general presence of the security team on the Paddock was, by all reports I have heard, pleasant and professional - I even hear one of the on-Paddock guards has intentions to attend as a participant next year!

FAST did some great work developing new processes and guides around Fire Safety, and also did a great job checking off Fire Art across the Paddock. They were also lucky to be joined by Doxie, a FAST assistant Manager and Open Fire Manager from Burning Man, as part of a Burner Exchange Programme, who shared lots of knowledge and did a great job leading the Burn Perimeters

Rangers, Medics and Site Managers needed very little facilitation, as many of these folks had much more experience in their roles than I had, so I'm thankful to them for being awesome.

I liaised a lot with the Arts department, specifically with Theme Camps, as we worked to build new processes and standards to TC H&S. These interactions were always pleasant and I appreciated the input from everyone regarding H&S.

For me personally, taking on this role was more of a challenge than anticipated. There was a lot of learning for me, with getting to understand the requirements of an ExCom position and both reacquainting myself with Kiwiburn after a couple of years away. Though my teams were very on top of things, the volume of communications required was high, and due to significant time commitments in the default world I did struggle with the workload as the event closed in.

More hands to help with fielding and responding to emails and reviewing documentation throughout the year would be invaluable.

I'm thankful to the Site Office team for handling many of the camp inductions while I was out on my bike checking off those camps that were setting up. Again, having more hands on deck and rostered shifts would ease the workload here.

Thank you to everyone who worked together to make this Burn so fantastic, and who looked out for and after one another. To Rangers, H&S, FAST, Site Managers, Medics, and Security, thank you for the hard work on and off the Paddock.

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## **b) Black Sheep Rangers by Mary Weir, Casey Spearin and Sam O'Sullivan, Rangers Co-Leads**

### **Crew Performance**

What did your crew achieve this year?

- Facilitated a 24 hour support service from Wednesday afternoon until Sunday evening. The general behaviour at the event was really good, with very few incidents, and only one person was evicted.
- Provided Sanctuary, a therapeutic and retreat space focused on emotional wellbeing with experienced “space holders” providing support or being on call throughout most of the event.
- Great feedback and involvement from the community, Medics, support services, other Kiwiburn teams.
- Trialled night lights (glowing rangers logos on bamboo poles), which greatly increased night visibility and response time of services.
- Trialled the support hub (Support Lane), which involved sharing a crew space. It made handover between the support teams very smooth and accessible.
- New Consent Breach policy to improve Rangers collaboration with Consent Guardians. Good feedback from Consent Guardians about this. The community also reported feeling safe because we were Support Seeker led and they were aware a Person In Question could be evicted.

What form/s did crew training take?

- Two 2.5 hour training sessions - Tuesday afternoon and Thursday morning
- Updated 2020 training manual provided before Burn.

How effective did you find the training?

- The Rangers reported feeling fully equipped for their shifts.
- The Rainbow Community members from Burning Seed reported that we were queer friendly, consent aware, and trauma focused.
- Managed to keep it below three hours which was very well received.
- Rangers described feeling well prepared for their shifts.

In which areas did your crew excel, and in which could they improve?

- The crew excelled in planning, delivering training, and emotional support.
- Need more practice with radio protocol, handovers, and reporting systems.

How well did shift lengths/handovers work?

- Need to improve handover between Shift Leads and ensure other support services, including Site Management, are being included.
- The shift length and point system for shift sign-up worked well. Rangers had to do two to three shifts depending on the timing of shifts they chose. Shifts at undesired times were worth more points than those at desired times.
- A Shift Lead who was doing graveyard shifts (Friday 2-6am, Sunday 2-6am) pulled out the day before with no notice. This was the major hurdle - we weren't able to find someone to replace despite significant effort, which also meant other tasks were missed as this became a priority to resolve. Note that this person won't be invited to Ranger again.

### **Resources**

How was your experience as a manager this year?

- Overall, we enjoyed it and felt really supported by each other, our Site Safety Lead (Carvy), ExCom, MPW, and Site Management.
- We felt we had adequate support to perform our role.
- A separate role outside of Rangers to be in charge of the burn perimeter (Burn Perimeter Lead) would help us function more smoothly. We indicated months before the event, and in-person during the lead-up, that Rangers did not have the capacity for this role and it seems separate to our

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responsibilities. On Saturday, eight of the 24 perimeter volunteers recruited showed up for training. This was due to other Kiwiburn teams not responding to our request; as a result, the volunteers did not receive the level of communication that they should have (though they were recruited, notified of responsibilities and of training times and locations).

- Figuring out how to maximise volunteer attendance is a significant challenge for next year.

What has changed since last year?

- New leadership.
- Improved training, reporting systems, policy between support services, night time visibility, communication with Site Management, and Support Lane leading to a stronger presence of support for the community.

## **Budget Analysis**

Rangers

- \$300 - night lights (ended up being provided as a gift from the ranger who made them, so this cost was written off).
- \$175 - branded hi vis.
- \$109.19 - food for the team - a range of snacks, coffee etc. Very well received and necessary to keep crew happy and functional during training, hot days, and late nights
- \$140 printing - large schedules, manuals etc.
- \$30.17 - stationary.
- \$40.25 - petrol.

Sanctuary

- Decorations, lighting, and furnishing - \$466.15
- Structure - provided by MPW.

What may change in the coming year/s?

- We would like to purchase a structure for Sanctuary. The structure provided was too large and the aesthetic was not conducive to a wellness space.
- Night stick upgrade. The first version was a prototype and we have received feedback from the crew to improve the useability.

## **Recommendations / Improvements for Next Year: (vague suggestions)**

- *Need a better system for volunteer onboarding and scheduling.* Currently, volunteer names and emails are emailed to us. Half of these people didn't respond and half who did never signed up for shifts. Other people reported applying multiple times, but never getting a reply. Some people spoke to us directly and got missed from the email threads. We need to look for a better system (perhaps a piece of software), which will streamline this process.
- Create and host a training for Shift Leads to ensure they can use the reporting and hand-over systems correctly.
- Look at options for online training sessions (e.g. Red Earth Ranger training) to minimise the time needed for 'on-Paddock' training.
- Need to lock the schedule off earlier (one week before Burn) to avoid last minute changes. Improve the system for making changes to the finalised schedule on paddock.
- Better signage for Support Lane.
- Make it clearer to Rangers in communication and in person that if they have committed to a shift then they need to show up. We had a decent number of no shows, particularly on Saturday.
- Could increase the number of Rangers on each shift to compensate for no-shows, or have a "backup Rangers" list.
- Make it more explicit to Rangers that Sanctuary can provide crew support. It was used for this by one Ranger.
- Create a manual for Sanctuary, so space holders have clear processes for emotional support.

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### **c) Fire Art Safety (FAST) by Xanthe Naylor, FAST Team Lead**

I feel all our fire art safety checks went well. Myself and Lumos work well as a team, and Lumos was able to help me a lot with his knowledge of gas fittings as this is where my knowledge lacks.

All the Theme Camps responded well to having us check their setups, and were reasonable if there was an issue that needed to be addressed, fixed or changed slightly.

The most difficult camp to safety check was camp Hijinx, as they had a large fire effect set up. They were also placed close to the effigy, that meant their many propane tanks were in a semi risky location. They were told to have all gas turned completely off during the burn, also the firefighters were notified of the position of the tanks in case the wind had blown in their direction during the Effigy burn.

That in general was something I was concerned about, due to the close placement of many Theme Camps to the perimeter line, meant that structures and tents were put at risk of catching fire or at least being burned by falling embers. Like Fire Tribe had to be sprayed down during the Effigy burn due to embers landing on their structure. This is also a danger for generator placement, and is something I think we could address further. Having some sort of guideline for generators and fuel storage making sure petrol is contained and stored safely far away from the perimeter line.

We had Fire restriction come into place on the Friday of the burn, all the camps with open fireplaces/braziers were told they were not allowed to have them burning from Friday 9am onwards. Everyone I spoke to was understanding and respectful of this and we didn't have any issues of people disrespecting this. Warning camps for next time that this is something we may have to deal with again might be a good idea. So if camps want to have a fireplace they can prepare to bring a fully enclosed one.

I feel like the big Burns were mostly run very smoothly, communication between myself, Doxie and the firefighters and others involved was easy. Having Doxie (from Burning Man) on board was amazing, she was just able to fall into place and help lead the rangers and organise the perimeter. I feel like having someone like her take on this position again would be amazing. The fire spinning around the Effigy all ran smoothly, this year was definitely the easiest Effigy burn I had been involved with, Andy (Money Daddy) also did a great job at helping manage the big Burns too.

All and all I feel the FAST team was very successful and I am looking forward to taking on the role again.

### **d) Health and Safety (H&S) by Carvy, H&S Lead**

#### **H&S 2iC - Vicky O'Neil**

The Health and Safety team was a small one this year, although we were supported massively by the many people who worked together to really build on a culture of Safety First, rather than third.

Myself and fellow H&S team member Vicky O'Neil undertook a review and update of the Kiwiburn Event Health and Safety Plan late last year in order to adhere to the requirements of Council and Resource Consent, and to ensure we are abiding by relevant legislation. This was a significant undertaking and I'm thankful to Vicky for her expertise mahi here. There were many features of the 68 page document that were updated and refined to reflect our unique activity which is Kiwiburn.

This year we required all Theme Camps to submit a Risk Assessment for their camp's activities and set up, all of which were reviewed and approved prior to the Burn. This was a big undertaking. With around 70 TC's, there was a lot of communication, education, and collaboration in working to get camps to really consider their risks and activities, and how these could be managed to minimise the chance of causing

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harm. Theme Camps were extremely receptive to these asks, and I'm grateful to them for putting in the effort to demonstrate some thorough consideration of the potential risks and how to manage these.

We had two H&S persons going around camps to check that everything was as intended in their plan. A new checklist was developed to record specific aspects of camp set ups, where we focused on some of the higher risk elements of camps - these being generator placement, fuel storage, cabling and electricity, structures, and gas cookers - as well as doing general checks for any other items that might have needed attention. The intention was to get around every camp, however we only managed 36. Those camps that we did visit were very receptive to our suggestions, something I'd like to thank them for. Having extra hands on deck at future events would allow us to get around more camps.

The build crews for Effigy and Temple were also subjected to some new H&S requirements this year; including submitting a Task Analysis for review, completing crew competency registers, and holding and recording safety meetings. I feel as though this went pretty well, however I also believe that these crews would benefit from having someone dedicated to H&S on site from the get go. I was unable to do this this year due to default world commitments, but I feel this would be helpful in facilitating the required paperwork so that build crews can focus on actually holding meetings and completing their builds.

Prior to the Burn, there was a review of both Temple and Effigy build plans by a team of structural engineers from within the Kiwiburn community. This exercise was, I think, a success and a good learning exercise for both the designers of the large art works and the engineers alike, as structural engineering considerations associated with alternative building methods and art is quite different from the usual for most structural engineers. Thanks to Kuba, Kevin, and Florens for volunteering your expertise and mahi and to JD and Nico for being engaged and receptive to suggestions and queries. In hindsight this exercise was activated probably a bit too close to the event and to the holiday season, so in future I would recommend this commencing earlier in the design process.

With no significant injuries or accidents this year, I feel as though the Event was a success from an H&S perspective. A huge thanks needs to go out to Event Management, MPW, and all the other crew for coordinating all the signage around the place, and to everyone who bought in to the 'Safety First' spin on the previous 'Safety Third' Burn mantra.

Improvements could be made by, as usual, having more volunteers in the Safety area, to allow with more organised shifts and rostering, and the ability to have more people in more areas of the event. While there is always room for improvement, I was heartened to see and experience the buy in from many on an aspect of a Burn which is of huge importance, but perhaps not the most fun. Heck, we even inspired an amazing art piece - 'The Upturned Rake.'

### **e) Medics by Paul Chaffe, Emergency Management Officer (External Contractor)**

This year saw an increase in the number of patients we treated, thankfully however it also saw a decrease in the severity of injuries and illness. The most common complaint for 2020 was for sprain and strain injuries (ankles, knees) followed by minor cuts and abrasions, and then requests for Panadol or Ibuprofen.

Participants should be congratulated for the relaxed vibe of the event this year, we had no serious incidents of note, and no ambulance responses. Eight participants were advised to seek further medical attention at Whanganui accident and medical, or through their own GP.

We had numerous requests for items that are not of a first aid nature, and participants need to remember 'radical self reliance' is a core principle of the event. We do our best to bring a few extras each year, but getting grumpy with us because we don't have your 'must have thing' 1) doesn't get you very far, and 2) if it is so important, why didn't you bring it ;)

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Whatever you did this year, worked. The event was light years ahead of the last burn for behaviour and attitude, we had a great time, and look forward to working with you all again in 2021.

Number 14 here we come!

– Paul, Kristy, and the team.

## **f) Security by Kerry Hawe, Allied Security (External Contractor)**

It was great to be part of an extraordinary event. Allied Security enjoyed the electric atmosphere that you wouldn't experience anywhere else in this country.

Firstly I would acknowledge the way in which our guards were treated by the Kiwiburn community, they have commented on how positive all the interactions were. A big thank you for the coordinators setting up tents and chairs for our guards. It was most appreciated.

I apologise for the issues we had with our guards regarding smoke butts and drinks bottles left on site, they were briefed about this to take all rubbish back with them.

With the gate roster it would be great to try and have the timing the same so we can start at the correct time and finish at the correct time, this would eliminate any guards leaving early as we had a few changes in the roster while the event was on. The day roster was perfect, we had no issues at all.

The night patrols who helped with a few incidents that reported this matter to the Rangers ASAP with accurate radio procedures guided the medical crew to where the incident was, and an incident at the gates where a woman was stopped due to being abusive as she was looking for someone. She was asked to leave by the guards.

This was a learning experience for our new guards and for myself, there will always be errors and issues with Security but these will be rectified so we can ensure for any more events we will be ready. I just hope we did a lot better than the previous Security Companies. Overall this was a very enjoyable event and was well managed by your team. Thank you for choosing Allied Security to provide your security services and we hope we can be of service to you in the future.

## **g) Site Managers by Jo Artemis, Site Manager Lead**

### **Crew Performance**

This year we had a number of new recruits to the Site Management team in 2IC roles, some of whom had performed similar roles at other Burns/events, some of whom were new to it but had relevant experience. There were six experienced Site Managers doing 24 hour shifts and mentoring the 2ICs who worked 12 hour shifts. For many of the shifts there were two 2ICs on at a time, which worked particularly well.

The Site Management manual was sent out in advance and was gone through in more details during training/induction. The training happened on each of the first four days of the festival in small groups, and 2ICs worked closely with shift leads to get on-the-job training. This seemed to have worked well, everyone reported feeling comfortable and supported in their role.

Shift leads were also going to take a turn each being on-call for 24 hours but this was scrapped, as it was decided that with three people on at a time for most shifts, there was enough support available. This eased a considerable burden of responsibility for the shift leads.

The Site Management Lead was present at each of the shift lead handovers to de-brief, the rationale being that one person can more effectively preserve the continuity of information. It also gave the Lead an opportunity to review Incident Report forms to make sure all the key information was recorded.

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The plan in place for one Site Manager or 2IC to be present at shift handovers for Rangers, Deepspace, and Consent Guardians didn't happen. There were good lines of communication, but this is a key area for improvement. While some Site Managers don't mind the 24 hour shifts, others are not keen. Partly it was structured this way out of not having enough trusted and experienced people to take on lead roles, but out of the new recruits there are a few that could easily step up into shift leads, so next year people can choose between 24 and 12 hour shifts.

Overall, the team and the system worked extremely well. There were a few incidents, handled well, but generally the festival ran very smoothly and with no emergencies.

### **Resources**

This year I thoroughly enjoyed the experience of being Site Management Lead, which is great because the previous event was stressful, traumatic and really not much fun at all. I arrived on site a few days before the event, and I was on duty non-stop until the event began, however set-up was extremely cruisey and all the departments (after a few initial hiccups) worked together like clockwork and there was very little that I had to do, and it was much the same post-event. I was well supported by Event Management throughout, and the department leads are all skilled and competent and there is a great deal of mutual trust and respect.

Prior to the event we had a Support Services Summit, attended by leads of Site and Event Management, Conduct Committee, Rangers, DeepSpace and Consent Guardians. This was extremely helpful in building that trust and shared values, and making sure we are all on the same page and that our processes are in line - this should definitely be a yearly event.

Site Managers have to cover a lot of ground while on shift, and one area in which we were lacking this year was transport. Previously, Site Managers have always had an RTV to use, however this year it broke down pre-event and we were not able to get a replacement, but instead hired an extra ute, at great expense, that was hardly used. It's dangerous and difficult to drive around the festival at night in a large vehicle that affords poor rear vision. Investing in some e-bikes would make our jobs easier and would save Kiwiburn a lot of money in the long run, as the vehicles are becoming increasingly expensive to hire - this would also sit well with our sustainability goals.

This year we also had one crew meal a day throughout the event, and an amazing shower in the crew area. This made such a huge difference to morale and made people feel supported and valued - this should definitely keep being a thing. Also Depot reserved two bags of ice a day for on-duty Site Managers, which was thoughtful. It's simple things like this that make a demanding role easier.

### **Budget Analysis**

Site Management spent \$150.00 of its \$200.00 budget. I purchased three new bags, small and ergonomic, to replace the one big bulky backpack, and equipped each with a torch, notebook and pen, and a watch – a simple but significant improvement. And bought a load of snacks that were kept in the Site Office. Site Managers received an engraved mug and a patch as swag this year. .

### **Recommendations / Improvements for Next Year:**

- Prior to the next event, have a video conference for training where we go through various scenarios that Site Managers have encountered. This will provide valuable training to 2ICs and new recruits and make sure Site Managers are all following the same decision-making process.
- We need to formalise the process of meeting daily with Support Service shift leads during the event to keep strong lines of communication and cohesion, and should definitely hold another Support Services Summit during the year.
- Having e-bikes to use would make our jobs much easier and save Kiwiburn money on vehicle hire. A meal a day provided for Site Managers on duty is a great help for those doing long and busy shifts.

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## XI. Event Management

### a) Event Management by Kali Zahira, ExCom Event Manager

#### Crew Performance

2020 was a successful event. We had minimum incidences, smooth running and safe burning. This was my first year as Event manager and I had a lot of trust to gain from council, medics, landowners and leads alike. I was proud of the event my teams created, though there were some teething communication problems, we came together to create a pretty special event. This year we brought Andy Firecracker on as 2IC. They will be trained up over a period of time to take over the EM role.

We also expanded to a general EM team to help share tasks and responsibilities. We are still developing the current team. There was no training this year though I would suggest future EM undertake CIMS training. I think the EM team excelled at generally being on top of things.

There are a lot of moving parts in an event this size and we kept all the balls in the air well. I would like to improve on my communication. I feel if we can share out the tasks and take the pressure off one person they will have more time to communicate as kindly as volunteers deserve. With a lack of qualified volunteers this year EM and Site Manager teams were combined during the event.

Unfortunately during my SM shift two of the Black Sheep Rangers shifts only had one person show and that was a guy. This combined with my other EM responsibilities meant I was required to be awake for some grueling periods of time. This could be improved with more Black Sheep Rangers scheduled and more female managers available.

#### Resources

- My experience was mixed. Incredibly tight lead times just before the event put the EM in a place to have to say no to a lot of people during build. This can be quite a difficult task with people unhappy about calls that just had to be made. Having communication and information from Theme Camps and artists much earlier in the year would take some of the pressure off. My interactions on site however were great with the whole EM team working well together to pull off the thing.
- Lead Times and responsive facilitators/team leads earlier in the year would make this role significantly easier. As would having people to take over stray teams so that one person is not responsible for several roles.
- I think it is important that we develop in particular the arts process so that safety for the major artworks does not fall on the shoulders of one person. The future EM may or may not have construction experience and we should allow a process to support everyone rather than rely on having certain people in roles.

#### Budget Analysis

- I do not have a specific budget though I would like to make sure the EM team, Traffic and Perimeter gets basic swag moving forward.

#### Recommendations / Improvements for Next Year:

- I believe there needs to be some pretty big changes within the ExCom. Communication continues to be difficult and engagement low, some training in this area may improve this. I also see several policies that could be developed to help alleviate cultural difficulties and create a more efficient board. I will present these over the next few weeks.
- More volunteers for Traffic, Sound Monitoring and Perimeter please.
- This is a list of some of the things I would like to explore implementing before the next event:
  - Art process focuses on safety and buildability
  - Theme Camps / Arts flagged art/events and early entry on earlier timeline.

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- Confirm services Medics / Land licence etc earlier.
  - Are Prezzy cards efficient for managing finances?
  - Review of external contractors. Inclusivity policy.
  - New Town Planning team.
  - Stakeholder management i.e. communications about our structure.
  - Strategic plan lets pretend we're professionals
  - Governance training for ExCom.
  - Performance development to hold people accountable and help get the best people in roles.
  - Decision register/ decision making tool.
  - Authority to make calls possible ExCom structure questions.
  - Support creating watershare projects for Theme Camps.
  - EM team development.
  - Community engagement in the local Hunterville region.

## **b) Noise Management by Kali Zahira on behalf of Curt Robinson and Kim Cairns, Noise and Sound Policy Lead**

With sound restrictions tighter than ever with our new resource consent sound was a key aspect for Kiwiburn 2020. Sound was primarily managed by Curt and Kim with a new sound assistant brought in during the event who will hopefully be involved moving forward.

Meetings were had with Theme Camps prior to the event to inform them of new restrictions. Team then placed loggers on neighbouring properties, helped place sound systems and monitored sound levels throughout the event. Providing feedback to Theme Camps as needed. A full report is then presented to the council.

**Start:** Making sure camps are ready for sound check on Tuesday and Wednesday. Thanking sound camps for their cooperation after the event. Answering emails and having cohesive info for sound camps earlier on. Booking and hiring sound equipment as Curt will be out of the country. Expanding the team so monitors get nights off.

**Stop:** Not enforcing self policing. Not being sober on decks. Some sound camp education earlier in the piece.

**Keep:** A 3am noise drop. Keep talking to and keeping neighbours happy. Monitoring and producing amazing reports. Us meeting our consent levels.

## **c) Burn Perimeter by Kali Zahira**

While traditionally part of Rangers, this year I ran the perimeter as there were significant upgrades needed and Rangers had little interest from possible leads. Whether this team stays with Rangers or moves under EM in future it needs to have a lead earlier in the piece to create engagement so volunteers show up for their shift and we have a safe well run perimeter.

While overall successful the Saturday Effigy perimeter had some falling embers that caused a small amount of damage to a billboard structure which involved us renegotiating to retain Sunday's burn permit. Sunday was a complex burn and due to opting for safety meant it didn't fall. While I would rather this than someone getting injured this changed the feel of the burn and the length of time we stood perimeter.

**Start:**

**Stop:** Making this an EM responsibility. As much as EM needs to be involved when you are also sitemanager this means your attention is split and safety isn't getting the attention it needs.

**Keep:** Updating manuals with latest safety info pre event. Making sure everyone is trained, comfortable and keeping participants safe. Shoulder taping so volleys can see the burn.

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## XII. Conduct Committee

### a) Conduct Committee (CC) by Jo Artemis, CC Chair

#### Crew Performance

This year the Conduct Committee has gained three new members, bringing us to a team of five, which is a comfortable number and a great relief to the two of us who have been carrying it thus far. Our new members have significant industry experience in restorative processes, the criminal justice system, and working with sexual harm; so they bring invaluable knowledge and experience to the team.

The new members have been shown all the policies, procedures and files and have full access to the email account so that they can review previous cases and correspondence to ensure consistency in our approach. We mostly communicate through Google Groups, and we have had a post-event video conference call to de-brief and to delegate cases and reports that require follow-up.

There were far fewer incidents at this event than at the previous one, and overall we have definitely seen a decrease in the number of reported cases of serious sexual harm, which is hopefully an indication of a shift in our culture as consent education has taken root. Since the inception of the Conduct Committee there have been three bans and two formal warnings issued (although this does not include cases-in-progress from this year's event) and one reinstatement of membership.

While there is a spreadsheet of the cases which have resulted in formal action from ExCom, the Conduct Committee has not kept an internal spreadsheet of all reports lodged. For each report a file is created and information is archived, as this is a vital part of our work, but having a spreadsheet from which we can pull stats would be very helpful so that we can report numbers and trends. One of our new members has offered to do this as he goes through our records.

#### Resources

Having additional committee members with the right kind of skills has really transformed the experience of being the Lead. For a long time it was just myself and one fellow committee member, who is amazing and we have done a good job of supporting each other, but it has still felt like a heavy and lonely responsibility. Now we are a team, with fresh energy and perspectives, and I feel a renewed burst of passion and motivation. I'm still thinking in terms of succession and would be looking for someone to replace me by the time the year is up; it's a big role and ideally requires a commitment of at least a couple of years.

There's always room for improvement in the way we do things, and as new members come in with skills and knowledge we can continue to evolve and refine our processes. As it stands now, any recommendations the Conduct Committee makes goes through ExCom for a vote; this process invariably takes a long time as cases first get discussed and tend to stall where there are conflicting opinions. As we encounter different scenarios we can develop more detailed frameworks, so that decisions are not a matter of opinion, but of policy. We have concerns as well about the management of confidentiality in this process; we are working with highly sensitive information and the fewer people that are privy to it, the better. While the Conduct Committee was in its fledgling stage it made sense to have such strong oversight from the ExCom, but seeing as it is now a full team of professionals working in relevant fields, we can put this to a review.

Another key issue is community awareness of what the Conduct Committee is and what we do. Although trust and visibility is certainly growing, there are probably a significant number of community members who still have no idea we even exist, so we will continue to work with Comms to get that information across as many channels as we can.

#### Budget Analysis

Last year we organised a training workshop with a therapist experienced in working with perpetrators of sexual harm, which was very helpful. This cost approximately \$900.00. We also had a provision of

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\$300.00 in the budget to cover professional supervision and counselling in case we dealt with something especially traumatic or challenging; this has so far not been required but it is an important provision to have available. With an increase in committee members there may well be an increase required in the budget for training and supervision, but this is a conversation that needs to happen with ExCom.

**Recommendations / Improvements for Next Year:**

Much of our growth and learning will happen internally as we share our knowledge and experience with each other and further develop our policies and frameworks. Reviewing the process by which recommendations are actioned would allow us to better manage confidentiality and allow for smoother processes. Having more people on the committee has already made a huge difference as we can ensure a broad and balanced perspective and decision-making process, and it will minimise risk of burnout for individual members. In the name of succession we will be looking to recruit more members so that they can be fully trained up, as consistency and continuity is vital. We also need to keep growing the community's awareness of who we are and what we do (and don't) do, as there's no doubt in my mind that our mahi is having a tangible effect on the safety of our community.

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### XIII. Future Vision by Andy Justice

So now we have bounced back after a year off, where is Kiwiburn headed?

That is totally dependent on where the community wants it to head and the support the community is willing to give to make things happen. Kiwiburn cannot continue to grow in physical event size or in the breadth of activities both on and off the Paddock if it is left to a small group of dedicated community members who pour their hearts and souls into making the event happen.

Members of ExCom and within the Kiwiburn community have many wonderful ideas for how to grow Kiwiburn as an event and as a community both on the Paddock and in the greater community of New Zealand. The ideas cover such basic things as increasing the population for the annual Kiwiburn event, through to running other events either as sole organiser or working with other groups - in particular assisting some of the regional burn communities establish other events.

We would also like to reach out and engage with various other communities and groups both around Hunterville itself, and the greater NZ region whether this be through the provision of art pieces, running workshops, assisting communities with building amenities for the local community. How about more Art overall and Art everywhere - on site, in Hunterville township and outlying areas, Art at other Burns and around NZ in general. Can we make more funding available to foster arts in general and young up and coming artists.

At the moment there is a strong push to make Kiwiburn's demographic more diverse, inclusive, and welcoming to all who wish to join with us so we can share life experiences and have a mix of cultures blending together harmoniously.

Lots of ideas as you can see and we even started discussing these with some of the community and then....

Well yes, the global phenomena known as Covid happened and for now life, communities, and cultures are changing to adapt to the new environment. It is heartbreaking to see what has happened to millions of people around the globe but also heartwarming to see how people have responded to meet the challenges confronting us and how there have been huge personal sacrifices made for the good of humanity in general.

So we all have our role to play in the recovery and for now some plans need to slow down or go on hold while people deal with more pressing matters, whilst other plans just have to adapt and go with the flow.

As a global Burner community we have seen Burns cancelled, others become virtual, and yet more recently in New Zealand new Burn inspired events pop up e.g the wonderful work done up in Northland. For our part we carried on working towards a business as usual physical happening for Kiwiburn in January 2021 and we were rewarded by the staggering response to ticket sales in October.. So for now the immediate future for Kiwiburn is for us all to meet on the Paddock in January 2021 and to then map out together where we would all like to see Kiwiburn head.

So please everyone look after yourselves and your fellow Burners and the general community of New Zealand by taking all necessary precautions to control the impact of Covid and make Kiwiburn 2021 another remarkable event and a milestone in our country's Covid recovery.

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## Thank You Yonderman!

Yonderman was a founder of Kiwiburn and was a New Zealand Regional Contact for Burning Man from 2003 until after sixteen years of service to our Community, Yonderman resigned as Regional Contact in March 2019.

We thank him for founding Kiwiburn and for the many years of time and effort put into keeping Kiwiburn and Burning Man engaged and the communications flowing.

With Yonderman's retirement the baton has passed to Lumos as New Zealand's only current remaining Regional Contact to provide his review of Kiwiburn 2020 from a Burning Man representative perspective. Who knows by this time next year we may have a few more Regional Contacts to share this duty - the recruitment process is about to begin at BM HQ.

Although no longer a Burning Man Regional Contact, as a founder of Kiwiburn, Yonderman has been invited to continue providing his thoughts and observations of Kiwiburn's activities and future plans. So over to you Yonderman.....

## A word from Kiwiburn Founder Yonderman Mark Stirling

Greetings lovely people. With the sort of year we've had in 2020 it's not surprising that I've received the call to write this somewhat later than normal. After the 2019 event not happening, it has also been a long time since we've put together an Afterburn report. Scanning the various sections of the draft report I am reminded of the wonderful volunteer infrastructure, talent, hard work and passion that continues to make Kiwiburn a reality. Thanks so much to Andy and the excom, the myriads of volunteers that have put so much into it all, and to Mark and family for the wonderful site we use. Kiwiburn 2020 was our 16<sup>th</sup> Kiwiburn, and was as fabulous as ever. Our numbers were around 2000, and with so much going on in time and space over the five days.

As I look back over the 16 Kiwiburns that have happened since the first one in 2004 (no, I have not missed one, and it will be a sad day if I do so), I can recognise at least two styles of growth. There is the normal steady growth of population, along with the increasingly greater distances travelled, range of participants, and efforts made to participate and contribute. The second style of growth is more punctuated into stages or thresholds.

The three earliest Kiwiburns were very much tribal events held in Golden Bay (2004-2006), with a big change in 2007 to a more organised North Island event, with ticket sales and the first proper theme camp (Green Fairy).

Then there was another big change in 2010 when we witnessed greater integration across the entire Kiwiburn footprint, and the first visit of top brass from Burningman HQ. Another biggie was our 10<sup>th</sup> anniversary in 2013 with another visit from Burningman HQ, and in the years since we have seen huge growth in numbers, theme camps and art after moving to the new Hunterville area site. Other trends I've noticed is the time taken for Kiwiburn tickets to sell out (from months to weeks to days and now seconds.....wow), and the continued growth of my wonderful long-term Kiwiburn friendships. On that front I mourn the passing of David Lawrence aka Hi Dive. You left us way too early, and we will miss you.

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FYI I stepped down from being one of the two Regional Contacts in 2019, ending 17 years as Kiwiburn's longest standing volunteer. I am grateful to still be able to say a few words of perspective here. It has been suggested that I write a book about my Kiwiburn-Burningman journey, and I reckon it's a good idea to do so at some stage. I turned 60 in 2020, which gave me cause to reflect on what's gone by and what's still ahead. I am of course looking forward to the ahead, starting with Kiwiburn 2021! See you there at our longstanding "Cape Carnival" theme camp for the annual "Wine and Cheese and Cheesy tunes" party on the Friday....certainly gotta be a Kiwiburn institution by now :-)

Kiwiburn Incorporated

Financial Statements

For The Year Ended 31 March 2020

## Profit and Loss

Kiwiburn Incorporated

For the year ended 31 March 2020

Account	2020	2018	Variance	Var %
<b>Trading Income</b>				
Standard Tickets excl membership \$15	296,292.36	238,436.60	57,855.76	24.3%
Crew Tickets excl membership \$15 (2020 membership fee only)	0.00	2,852.33	(2,852.33)	-100.0%
Membership Fees	26,288.64	23,615.44	2,673.20	11.3%
Car Passes	1,052.44	634.78	417.66	65.8%
Cancellation Fees Received	57.35	0.00	57.35	n/a
Ticket Sales: Manual Refunds	0.00	(147.83)	147.83	-100.0%
Ticketing Agent Fees Commissions, & Insurance collected	11,695.68	8,001.15	3,694.53	46.2%
Ticketing Agent Fees & Commissions Paid	(9,459.18)	(8,001.15)	(1,458.03)	18.2%
Ticket Refund Insurance Fee paid	(2,235.60)	0.00	(2,087.77)	n/a
Ticket Payment Processing Fees	(11,518.54)	(9,473.45)	(2,045.09)	21.6%
<b>Total Trading Income</b>	<b>312,173.15</b>	<b>255,917.87</b>	<b>56,255.28</b>	<b>22.0%</b>
<b>Ice Sales</b>				
Ice Sales	9,782.61	8,562.61	1,220.00	14.2%
Cost of Ice	(8,597.62)	(7,995.00)	(602.62)	7.5%
Freezer Hire & Transport	(1,881.82)	0.00	(1,881.82)	n/a
<b>Total Cost of Sales</b>	<b>(696.83)</b>	<b>567.61</b>	<b>(1,264.44)</b>	<b>-222.8%</b>
<b>Trading Surplus</b>	<b>311,476.32</b>	<b>256,485.48</b>	<b>54,990.84</b>	<b>21.4%</b>
<b>Other Income</b>				
Interest Income	158.44	103.83	54.61	52.6%
<b>Total Other Income</b>	<b>158.44</b>	<b>103.83</b>	<b>54.61</b>	<b>52.6%</b>
<b>Operating Expenses</b>				
Admin	0.00	0.00	0.00	n/a
Artery	1,294.93	1,151.67	143.26	12.4%
Arts Grants	9,398.75	9,171.36	227.39	2.5%
Black Sheep Rangers	1,166.82	1,227.88	(61.06)	-5.0%
Centre Camp/Town Hall	1,462.53	358.53	1,104.00	307.9%
Conduct Committee	833.28	0.00	833.28	n/a
Crew Support	845.66	2,214.63	(1,368.97)	-61.8%
Depot	674.68	624.74	49.94	8.0%
Effigy	6,777.52	10,177.93	(3,400.41)	-33.4%
EM Team	155.13	0.00	155.13	n/a
ExCom	1,241.99	0.00	1,241.99	n/a
FAST	166.94	0.00	166.94	n/a
Finance	18,237.30	10,849.60	7,387.70	68.1%
Fire Safety	4,000.00	4,000.00	0.00	0.0%
Gate	739.60	1,524.68	(785.08)	-51.5%
Greeters	191.49	1,164.72	(973.23)	-83.6%
Health & Safety	0.00	47.39	(47.39)	-100.0%
Kitchen	23,048.21	8,843.42	14,204.79	160.6%
Medics	14,903.66	11,936.30	2,967.36	24.9%
MPW	47,658.90	35,846.54	11,812.36	33.0%
Pack Down	0.00	1,107.61	(1,107.61)	-100.0%
Sanctuary	450.26	1,061.34	(611.08)	-57.6%
Sanitation	27,833.60	19,398.80	8,434.80	43.5%
Security	23,628.00	17,192.00	6,436.00	37.4%
Site Managers	133.20	0.00	133.20	n/a
Site Office	1,078.81	2,730.32	(1,651.51)	-60.5%
Social Media	269.13	509.85	(240.72)	-47.2%
Sound Management	922.99	0.00	922.99	n/a
Summit Comms	163.19	0.00	163.19	n/a
Summit ExCom	2,781.61	3,880.72	(1,099.11)	-28.3%
Summit KAC	434.36	883.81	(449.45)	-50.9%
Summit Safety	1,157.97	0.00	1,157.97	n/a
Sustainability	12.59	0.00	12.59	n/a
Swag Generic	726.04	710.00	16.04	2.3%

## Profit and Loss

Kiwiburn Incorporated

For the year ended 31 March 2020

<b>Account</b>	<b>2020</b>	<b>2018</b>	<b>Variance</b>	<b>Var %</b>
Temple	8,159.42	4,106.25	4,053.17	98.7%
Theme Camps	0.00	0.00	0.00	n/a
Ticketing	4,467.32	4,330.71	136.61	3.2%
Town Planning	926.83	0.00	926.83	n/a
Traffic & Parking	601.38	1,290.49	(689.11)	-53.4%
Two Moons Temple	0.00	753.73	(753.73)	-100.0%
Volunteer Engagement	648.90	1,251.75	(602.85)	-48.2%
Volunteer Management	52.17	1,244.39	(1,192.22)	-95.8%
Web Services	3,947.48	1,214.44	2,733.04	225.0%
Working Bee	3,659.42	5,171.68	(1,512.26)	-29.2%
<b>Overheads</b>				
Site costs	36,213.91	31,060.87	5,153.04	16.6%
Depreciation	5,911.75	5,051.78	859.97	17.0%
Legal	852.17	0.00	852.17	n/a
ANZ Leadership Summit	320.40	0.00	320.40	n/a
Entertainment	0.00	374.98	(374.98)	-100.0%
Non deductible (no receipt)	0.00	253.90	(253.90)	-100.0%
Prior year adjustments	0.00	250.00	(250.00)	-100.0%
Miscellaneous	0.00	(122.17)	122.17	-100.0%
<b>Total Operating Expenses</b>	<b>258,150.29</b>	<b>202,846.64</b>	<b>55,303.65</b>	<b>27.3%</b>
<b>Net Surplus before Tax</b>	<b>53,484.47</b>	<b>53,742.67</b>	<b>(258.20)</b>	<b>-0.5%</b>
Taxation	1,724.52	8,595.16	(6,870.64)	-79.9%
<b>Net Surplus After Tax</b>	<b>51,759.95</b>	<b>45,147.51</b>	<b>6,612.44</b>	<b>14.6%</b>

## Profit and Loss

Kiwiburn Incorporated

For the year ended 31 March 2020

Account	2020	Budget	Variance	Var %
<b>Trading Income</b>				
Standard Tickets excl membership \$15	296,292.36	296,136.00	156.36	0.1%
Crew Tickets excl membership \$15 (2020 membership fee only)	0.00	0.00	0.00	n/a
Membership Fees	26,288.64	26,087.00	201.64	0.8%
Car Passes	1,052.44	696.00	356.44	51.2%
Cancellation Fees Received	57.35	0.00	57.35	n/a
Ticket Sales: Manual Refunds	0.00	0.00	0.00	n/a
Ticketing Agent Fees Commissions, & Insurance collected	11,695.68	9,521.00	2,174.68	22.8%
Ticketing Agent Fees & Commissions Paid	(9,459.18)	(9,521.00)	61.82	-0.6%
Ticket Refund Insurance Fee collected	(2,235.60)	0.00	(2,235.60)	n/a
Ticket Payment Processing Fees	(11,518.54)	(11,605.00)	86.46	-0.7%
<b>Total Trading Income</b>	<b>312,173.15</b>	<b>311,314.00</b>	<b>859.15</b>	<b>0.3%</b>
<b>Ice Sales</b>				
Ice Sales	9,782.61	9,000.00	782.61	8.7%
Cost of Ice	(8,597.62)	(8,500.00)	(97.62)	1.1%
Freezer Hire & Transport	(1,881.82)	0.00		
<b>Total Cost of Sales</b>	<b>(696.83)</b>	<b>500.00</b>	<b>684.99</b>	<b>137.0%</b>
<b>Trading Surplus</b>	<b>311,476.32</b>	<b>311,814.00</b>	<b>(337.68)</b>	<b>-0.1%</b>
<b>Other Income</b>				
Interest Income	158.44	500.00	(341.56)	-68.3%
<b>Total Other Income</b>	<b>158.44</b>	<b>500.00</b>	<b>(341.56)</b>	<b>-68.3%</b>
<b>Operating Expenses</b>				
Admin	0.00	0.00	0.00	n/a
Artery	1,294.93	1,720.00	(425.07)	-24.7%
Arts Grants	9,398.75	11,000.00	(1,601.25)	-14.6%
Black Sheep Rangers	1,166.82	900.00	266.82	29.6%
Centre Camp/Town Hall	1,462.53	1,696.00	(233.47)	-13.8%
Conduct Committee	833.28	1,600.00	(766.72)	-47.9%
Crew Support	845.66	2,710.00	(1,864.34)	-68.8%
Depot	674.68	400.00	274.68	68.7%
Effigy	6,777.52	8,000.00	(1,222.48)	-15.3%
EM Team	155.13	0.00	155.13	n/a
ExCom	1,241.99	0.00	1,241.99	n/a
FAST	166.94	0.00	166.94	n/a
Finance	18,237.30	18,950.00	(712.70)	-3.8%
Fire Safety	4,000.00	4,000.00	0.00	0.0%
Gate	739.60	550.00	189.60	34.5%
Greeters	191.49	650.00	(458.51)	-70.5%
Health & Safety	0.00	3,260.00	(3,260.00)	-100.0%
Kitchen	23,048.21	22,510.00	538.21	2.4%
Medics	14,903.66	15,226.00	(322.34)	-2.1%
MPW	47,658.90	52,640.90	(4,982.00)	-9.5%
Pack Down	0.00	0.00	0.00	n/a
Sanctuary	450.26	1,760.00	(1,309.74)	-74.4%
Sanitation	27,833.60	30,000.00	(2,166.40)	-7.2%
Security	23,628.00	23,732.00	(104.00)	-0.4%
Site Managers	133.20	300.00	(166.80)	-55.6%
Site Office	1,078.81	3,650.00	(2,571.19)	-70.4%
Social Media	269.13	1,180.00	(910.87)	-77.2%

## Profit and Loss

Kiwiburn Incorporated

For the year ended 31 March 2020

<b>Account</b>	<b>2020</b>	<b>Budget</b>	<b>Variance</b>	<b>Var %</b>
Sound Management	922.99	3,000.00	(2,077.01)	-69.2%
Summit Comms	163.19	0.00	163.19	n/a
Summit ExCom	2,781.61	3,050.00	(268.39)	-8.8%
Summit KAC	434.36	830.00	(395.64)	-47.7%
Summit Safety	1,157.97	0.00	1,157.97	n/a
Sustainability	12.59	0.00	12.59	n/a
Swag Generic	726.04	4,500.00	(3,773.96)	-83.9%
Temple	8,159.42	8,000.00	159.42	2.0%
Theme Camps	0.00	0.00	0.00	n/a
Ticketing	4,467.32	4,800.00	(332.68)	-6.9%
Town Planning	926.83	0.00	926.83	n/a
Traffic & Parking	601.38	1,050.00	(448.62)	-42.7%
Two Moons Temple	0.00	250.00	(250.00)	-100.0%
Volunteer Engagement	648.90	11,100.00	(10,451.10)	-94.2%
Volunteer Management	52.17	900.00	(847.83)	-94.2%
Web Services	3,947.48	700.00	3,247.48	463.9%
Working Bee	3,659.42	2,950.00	709.42	24.0%
<b>Overheads</b>				
Site costs	36,213.91	36,195.00	18.91	0.1%
Depreciation	5,911.75	5,500.00	411.75	7.5%
Legal	852.17	5,160.00	(4,307.83)	-83.5%
ANZ Leadership Summit	320.40	0.00	320.40	n/a
<b>Total Operating Expenses</b>	<b>258,150.29</b>	<b>294,419.90</b>	<b>(36,269.61)</b>	<b>-12.3%</b>
<b>Net Surplus before Tax</b>	<b>53,484.47</b>	<b>17,894.10</b>	<b>35,590.37</b>	<b>198.9%</b>
Taxation	1,724.52	0.00	1,724.52	n/a
<b>Net Surplus After Tax</b>	<b>51,759.95</b>	<b>17,894.10</b>	<b>33,865.85</b>	<b>189.3%</b>

**Balance Sheet**  
**Kiwiburn Incorporated**  
**As at 31 March 2020**

	<b>31 Mar 2020</b>	<b>31 Mar 2019</b>
<b>Assets</b>		
<b>Bank</b>		
<b>Westpac</b>		
Cheque account	\$80,035.47	\$174.46
Online Saver account	\$85,305.35	\$91,745.97
Operations accounts	\$3,946.54	\$366.53
<b>Kiwibank</b>		
Cheque account	\$3,000.00	\$0.00
Operations accounts	\$458.14	\$0.00
<b>Prezzy Debit Cards</b>	<b>\$721.14</b>	<b>\$1,201.75</b>
<b>Total Bank</b>	<b>\$173,466.64</b>	<b>\$93,488.71</b>
<hr/>		
<b>Current Assets</b>		
Accounts Receivable	\$374.43	\$28.24
Prepayments	\$0.00	\$750.00
<b>Total Current Assets</b>	<b>\$374.43</b>	<b>\$778.24</b>
<hr/>		
<b>Fixed Assets</b>		
Property Plant & Equipment	\$40,623.50	\$33,484.95
<b>Total Fixed Assets</b>	<b>\$40,623.50</b>	<b>\$33,484.95</b>
<hr/>		
<b>Total Assets</b>	<b>\$214,464.57</b>	<b>\$127,751.90</b>
<hr/>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Accounts Payable	\$24,242.64	\$163.92
Accrued Creditors	\$578.26	\$0.00
GST/(Refund)	-\$1,393.06	-\$1,035.48
Income Tax Payable/(Refund)	\$1,724.52	-\$8,928.90
<b>Total Current Liabilities</b>	<b>\$25,152.36</b>	<b>-\$9,800.46</b>
<hr/>		
<b>Total Liabilities</b>	<b>\$25,152.36</b>	<b>-\$9,800.46</b>
<hr/>		
<b>Net Assets</b>	<b>\$189,312.21</b>	<b>\$137,552.36</b>
<hr/>		
<b>Equity</b>		
Current Year Earnings	\$51,759.95	-\$19,909.71
Equity	\$16,719.30	\$16,719.30
Retained Earnings	\$120,833.06	\$140,742.77
<b>Total Equity</b>	<b>\$189,312.31</b>	<b>\$137,552.36</b>
<hr/>		

**Depreciation Schedule**  
**Kiwiburn Incorporated**  
**For the Year Ended 31 March 2020**

Name	Rate	Purchased	Cost	Opening Value	Purchases	Disposals	Depreciation	Closing Value
<b>Computer Equipment</b>								
Toshiba Notebook Computer	50.0% DV	1/08/2016	\$1,644.40	\$274.06	\$0.00	\$0.00	\$137.03	\$137.03
<b>Total Computer Equipment</b>			<b>\$1,644.40</b>	<b>\$274.06</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$137.03</b>	<b>\$137.03</b>
<b>Kitchen Equipment</b>								
BBQ Matador 6 burner	30.0% DV	11/01/2020	\$781.74	\$0.00	\$781.74	\$0.00	\$58.63	\$723.11
<b>Total Kitchen Equipment</b>			<b>\$781.74</b>	<b>\$0.00</b>	<b>\$781.74</b>	<b>\$0.00</b>	<b>\$58.63</b>	<b>\$723.11</b>
<b>On-Site Structures</b>								
Marquee Hercules polyester 3Mx6M	40.0% DV	23/01/2018	\$1,546.96	\$835.36	\$0.00	\$0.00	\$334.14	\$501.22
Marquees x2 Toughout Polyester	40.0% DV	7/01/2018	\$728.68	\$393.49	\$0.00	\$0.00	\$157.40	\$236.09
MPW Structures - 2016	16.0% DV	12/01/2016	\$2,905.66	\$1,653.30	\$0.00	\$0.00	\$264.53	\$1,388.77
MPW Structures - 2017	16.0% DV	1/01/2017	\$4,617.09	\$3,127.50	\$0.00	\$0.00	\$500.40	\$2,627.10
MPW Structures 2018 Greeters Structure	16.0% DV	1/01/2018	\$3,421.65	\$2,759.22	\$0.00	\$0.00	\$441.48	\$2,317.74
MPW Structures 2018 Ops Office	16.0% DV	1/01/2018	\$5,500.00	\$4,435.20	\$0.00	\$0.00	\$709.63	\$3,725.57
MPW Structures 2020 Event Management Office	16.0% DV	1/01/2020	\$2,500.00	\$0.00	\$2,500.00	\$0.00	\$100.00	\$2,400.00
<b>Total On-Site Structures</b>			<b>\$21,220.04</b>	<b>\$13,204.07</b>	<b>\$2,500.00</b>	<b>\$0.00</b>	<b>\$2,507.58</b>	<b>\$13,196.49</b>
<b>Plumbing</b>								
Water tank 1000L ProMax Mint Green	16.0% DV	7/01/2020	\$707.75	\$0.00	\$707.75	\$0.00	\$28.31	\$679.44
<b>Total Plumbing</b>			<b>\$707.75</b>	<b>\$0.00</b>	<b>\$707.75</b>	<b>\$0.00</b>	<b>\$28.31</b>	<b>\$679.44</b>
<b>Power Equipment</b>								
3.6 kva generator	20.0% DV	13/01/2016	\$1,865.22	\$907.25	\$0.00	\$0.00	\$181.45	\$725.80
Chain saw	67.0% DV	13/01/2016	\$630.43	\$18.86	\$0.00	\$0.00	\$12.64	\$6.22
DeWalt Table Saw & Stand	67.0% DV	9/01/2018	\$999.85	\$274.69	\$0.00	\$0.00	\$184.04	\$90.65
Generator EG5500CX	10.0% DV	23/12/2014	\$2,691.30	\$1,706.90	\$0.00	\$0.00	\$170.69	\$1,536.21
Inverter Generator	10.0% DV	19/03/2015	\$2,130.43	\$1,386.13	\$0.00	\$0.00	\$138.61	\$1,247.52
Propane Hot Water Heater	16.0% DV	30/03/2015	\$538.04	\$264.31	\$0.00	\$0.00	\$42.29	\$222.02
Water pump Ecojet 1000 PC 230V	20.0% DV	31/01/2018	\$568.25	\$431.87	\$0.00	\$0.00	\$86.37	\$345.50
<b>Total Power Equipment</b>			<b>\$9,423.52</b>	<b>\$4,990.01</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$816.09</b>	<b>\$4,173.92</b>
<b>Resource Consent - Cooks Road Site</b>								
Resource Consent - Cooks Road Site	0.0% SL	1/04/2019	\$4,800.81	\$0.00	\$4,800.81	\$0.00	\$480.08	\$4,320.73
Resource Consent Cooks Road Hunterville	0.0% SL	6/07/2018	\$1,467.83	\$1,467.83	\$0.00	\$0.00	\$146.78	\$1,321.05
<b>Total Resource Consent - Cooks Road Site</b>			<b>\$6,268.64</b>	<b>\$1,467.83</b>	<b>\$4,800.81</b>	<b>\$0.00</b>	<b>\$626.86</b>	<b>\$5,641.78</b>
<b>Storage Containers</b>								
1 x 20' Shipping container	10.0% DV	28/01/2015	\$2,545.00	\$1,628.03	\$0.00	\$0.00	\$162.80	\$1,465.23
1 x 20' shipping containers	7.0% SL	18/03/2014	\$1,086.95	\$700.16	\$0.00	\$0.00	\$76.09	\$624.07
1 x 20' shipping containers	7.0% SL	18/03/2014	\$1,086.95	\$700.16	\$0.00	\$0.00	\$76.09	\$624.07
20' container SKYU2336492	10.0% DV	4/12/2019	\$4,260.00	\$0.00	\$4,260.00	\$0.00	\$142.00	\$4,118.00
20' shipping container for storage	10.0% DV	5/02/2018	\$5,281.25	\$4,673.91	\$0.00	\$0.00	\$467.39	\$4,206.52
20' Storage container	10.0% DV	22/01/2016	\$3,100.00	\$2,203.40	\$0.00	\$0.00	\$220.34	\$1,983.06
Geodesic Dome	40.0% DV	14/01/2016	\$3,913.04	\$760.69	\$0.00	\$0.00	\$304.28	\$456.41
Storage Container - Titan	10.0% DV	1/01/2017	\$3,650.00	\$2,882.58	\$0.00	\$0.00	\$288.26	\$2,594.32
<b>Total Storage Containers</b>			<b>\$24,923.19</b>	<b>\$13,548.93</b>	<b>\$4,260.00</b>	<b>\$0.00</b>	<b>\$1,737.25</b>	<b>\$16,071.68</b>
<b>Total</b>			<b>\$64,969.28</b>	<b>\$33,484.90</b>	<b>\$13,050.30</b>	<b>\$0.00</b>	<b>\$5,911.75</b>	<b>\$40,623.45</b>

HOPE YOU ENJOYED EVERY WORD. KIWIBURN'S  
HARD-WORKING VOLUNTEERS ARE A DEDICATED  
AND CRAZY BUNCH OF PEOPLE! WANT TO JOIN IN  
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