

# AFTERBURN REPORT 2021

WHAT HAPPENED ON THE Paddock



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

I don't know about you but all through January I was nervous that there would be a COVID-19 outbreak, we would change from NZ Alert Level 1 and our burn would be cancelled, the good news was Kiwiburn's hard working teams had thought about this and documented how they would handle each scenario. The world we live and burn in has been changed by covid, so many burns were cancelled last year, a few burns have happened and more are planned around the world. While some like Blazing Swan have halved the number of participants and reduced the event length due to covid restrictions, we were lucky enough to be able to go ahead and even increase our gathering to 2200 participants. Kiwiburn was amazing as always, so many lovely burners (so many consensual hugs that could be shared), lots of cool art, most of the regular Theme Camps and some funky new smaller ones, a fiery Dragon of an Effigy and such a beautiful Temple (proof that bigger isn't always better). With my Mobility project I took the powered wheelchair around most of the site and I was pleased to see very few places that could not be accessed by such a device, a big thankyou to all those who helped ensure good access across the paddocks and through the theme camps for ALL participants. On the sad side, in a first that we didn't want to ever report we had an art piece stolen before the first day was over, if you can assist in it's return please do so - this is not the way we burn. In the leadup to the gathering we saw the continued call out for more people to join one of the many awesome volunteer teams so that Kiwiburn could happen. Going forward I believe we need to try to find more ways to help participants volunteer for those Kiwiburn positions if we want Kiwiburn to continue to happen and even grow in the future, burning out our existing volunteers, (many of whom find it hard not to overcommit to shifts when required) is not a positive way to move forward. The good news is currently there are energised burner groups around the country looking for a venue to hold an event and others who have a venue and now doing the groundwork and paperwork required to make a small event happen, I believe these smaller more local gatherings are a key part of the future of burns offering a reduced carbon impact and expanding our burn culture to more people around the country. Well that is all I have to say and I offer many burner blessings to you all and I look forward to catching you on a paddock in the future. Much Burner Love from Lumos.

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## II. Governance

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

I am delighted to be able to welcome everyone to the Kiwiburn 2021 Afterburn Report – for a long time in our Covid affected world there was a strong possibility the event would not proceed but guess what....

We did it ! We had a physical Burn despite everything that Covid could throw at us. And what an event it was. Anticipation and expectations were high based upon the burner community's thirst for an event and many regular events being notified as cancelled in 2020 and even through into 2021. Our tickets sold out in less than 10 seconds – phenomenal! Little did the attendees know about how much time and effort went in to make it actually happen.

So please forgive the length of this welcome but it is important the community knows and appreciates the efforts put in by a core of dedicated volunteers who worked relentlessly behind the scenes starting from just after KB20 finishing in February 2020 right up to, and throughout, KB21 happening in January of this year. There was a huge amount of work carried out by a very dedicated core of volunteers to plan an event in the face of Covid – many long days and long nights, numerous meetings and dozens and dozens of Zoom sessions. We liaised with central government, Regional and District Councils, government health agencies, as well as the various emergency services.

We looked at all the potential scenarios and developed contingencies for every possible instance of a Covid impact from a change in Covid Alert Levels around the country, possible community cases arising during the build period or during the event, national lockdowns during the event, evacuation versus isolation on site for either just the build crews if it occurred before KB21 opened or potentially the entire Kiwiburn population if it was during the event itself. How do we feed 2,000+ people? What PPE is required and how to distribute it? Which Government agencies would be involved? How do we ensure participants remain on site, maintain social distancing and be isolated in safety until cleared for evacuation by health authorities? How could participants contact family and friends in such a situation? The permutations were endless.

Then there were the more mundane operational issues assuming the event proceeded to plan e.g. health screening involving not only Kiwiburn medical volunteers but also Health Department representatives with their Covid testing facilities, maintaining the safety of the public facing volunteers such as Traffic, Gate, and Greeters, provision of sanitiser stations, an isolation area for anyone suspected or confirmed as Covid positive, contact tracing on and off site both before, during and after the event, what size population could we handle, the list went on....

There were financial decisions that had to be made. First up early in 2020 was do we go ahead and could Kiwiburn survive if the event had to be cancelled? Having decided to proceed ExCom had to then minimise the potential for a negative impact on Kiwiburn's finances which involved postponing some capital expenditure for another year, delaying expenditure on KB21 as late as possible so funds were not committed too early in case a lockdown occurred causing the event to be cancelled. Sounds simple but it meant everyone involved in preparing for KB21 had to rethink their budgets and adjust their purchasing timetables to delay expenditure as late as possible. To achieve this we are eternally grateful to people such as the Art Grant recipients, Effigy and Temple Crews, MPW and Ops crews who all took that challenge on and delivered even though it put more pressure on them by shortening timelines and increasing their workload.

Then only three days out from Opening Day we had the looming threat of a community case possibly causing a change in Covid Alert Level which would have meant cancellation of KB21. Needless to say there were several nail biting meetings in the Site Office and a few days of additional stress and reassessment of contingency plans.

But then it happened. KB21 went ahead and was a roaring success capped off by two brilliant large artworks lighting up the sky on the Effigy and Temple Burn nights. So thank you to all the year round crew, the onsite volunteers, and all the Artists, Theme Camps, Support groups and all the participants for once again showing what a brilliant community we have.



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In our thoughts throughout the year and at the event were the communities – both Burner and non-Burner alike - around the world who were severely impacted by Covid, and with the people who had lost family and friends. We were blessed to be protected from the ravages of Covid – a benefit of being a relatively contained and protected country isolated in the Pacific Ocean. But at least we could be a ray of hope and present an opportunity for Burners overseas to enjoy our Burn vicariously. Now we are back preparing for Kiwiburn 2022 in what is likely still to be a Covid affected world – but having done it once we can do it all again. See you all on the Paddock in January 2022! (fingers crossed).

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

As with all volunteer organisations there have been some changing in the guard as life events mean people have to reprioritise and even more so in the past year as Covid introduced more complexity into people's lives. So at present the ExCom (Executive Committee) consists of:

- |                                     |   |
|-------------------------------------|---|
| • <b>Chair/Treasurer</b>            | Andy Justice  |
| • <b>Secretary</b>                  | Geveta Cook   |
| • <b>Arts Facilitator</b>           | Paul Gill (October 2020) - <i>previously Jake</i>               |
| • <b>Communications Facilitator</b> | Julia Damrow  |
| • <b>Crew Facilitator</b>           | Holly Bennett   |
| • <b>Event Manager</b>              | Andy Sondalini (August 2020) - <i>previously Kali</i>           |
| • <b>Infrastructure Facilitator</b> | William Loppe (September 2020) - <i>previously Nan</i>          |
| • <b>Safety Facilitator</b>         | Amy Richards (November 2020) - <i>previously Selina</i>         |
| • <b>Services Facilitator</b>       | Craig Gainsborough (September 2020) - <i>previously Jasmine</i> |

And outside of ExCom the Conduct Committee was again lead throughout the year by Jo Artemis. A big thank you to all the current Facilitators (and their predecessors), and all their Team Leads and Team members for their service and time and putting in the extra hard yards needed to overcome the additional demands and constraints imposed by Covid in order to make KB21 happen. As usual we will review and refine our current organisational structure and decision making processes at our annual Summit and if any proposed changes significantly affect the Society's structure we will engage with the Community to discuss any such proposals.

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

### **Crew Performance**

I connected with the landowner about future plans of the land from an environmental perspective. Attempted to roll out a food waste collection on the general camping paddock, but the two end of line destinations for the food scraps, fell over at the last minute. There is potential of working with Marton community garden on food waste collection in the future. There was a training session planned but I only had one volunteer show up so cancelled training. This role is a big one, if taken seriously. I would recommend multiple team leaders within the sustainability team; one each for: Waste, Transport, Offsetting & Energy.

Sustainability was missed off of the survey that was sent to all ticket holders asking who they would like to volunteer for. This seemed to be where a lot of the other team's volunteers came from. Because of this I believe we missed out on a lot of volunteers. The work we had planned to do was people-power intensive; we needed people at the gate gathering data on transport on the busy days and roving teams of people gathering data and having conversations about waste & energy. Not to mention the missed opportunities of new ideas that come from having passionate people working together.

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### **Budget Analysis**

No money was spent this year. In future, a budget would be useful for infrastructure costs mainly. That being things that help achieve the sustainability goals of Kiwiburn.

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

- Change of procedures/team structure
- More volunteers
- Improved channels of communication between myself and volunteers



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## III. Administration

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

#### Crew Performance

Despite advertising for Admin team members, the ExCom Secretary role was again for the most part of this year's event cycle the only filled position of the Admin department. With the development of COVID impacting my professional and personal time management, I was incredibly fortunate to have the support of fellow ExCom members - in particular Event Managers Kali 'Freakshow' (2020), Firecracker (2021), Communications Facilitator Julia who were able to step in with the collation of the 2020 Afterburn Report when I was at capacity for a period of months. Acting Chair Andy and Firecracker also stepped in during this period arranging ExCom monthly meeting minutes and organising the online ExCom Summit while I was out of action. Following discussions and my 2019 request for the Volunteer Team/Crew Department took on the 'Admin' onboarding of new volunteers, walking them through the content in our Team Leads Welcoming Email and familiarising leads with the digital resources available to them to help them perform their roles. The ExCom Secretary role is to continue onboarding new ExCom members as the content and access involved in this differs. Towards the end of 2020 part time Admin Team member Victoria was onboarded to begin her audit of KB documents within the KB Drive, with the aim of condensing the policies and procedures that various teams have created since the introduction of [Kiwiburns organisational structure](#) in 2017. As of early March 2021, Admin Team Lead Briar was on-boarded to take on a variety of admin tasks to gain experience before stepping into the ExCom Secretary role when I step down towards the end of this year. Naturally I'm SUPER stoked to actually have a team, and even more confident that these talented ladies will instigate improvements in supportive admin structures that will benefit various teams across the org.

#### Resources

The submissions of Afterburn Reports were slow as government lead COVID lockdowns began less than two months after the KB20 event, 'do as you can' was a consideration for a variety of tasks for the mid-portion of the year. This meant that certain projects such as the final tweak/ legal and public review of Kiwiburn's Incorporated Society rules, the use of Asana for our 2021 event timeline and other procedure/policy updates were out on hold as leads managed existing workloads to their best abilities in a very strange year. Online interaction was critical in the organisation and admin obligations of KB, with the ExCom Summit and AGM both held on online video platforms.

#### Budget Analysis

The Admin team had a total budget of \$6,960.00, with \$3,390.00 in Google Workspace (formerly Gsuite) and \$3,000.00 in estimated legal expenses for document review. Actual costs for Google WWorkspace came in at \$3,860.00. We did not engage legal review this past cycle as our update to society rules was put on hold along with any other potential policy changes. We anticipate these costs will incur this coming year. Thanks to Treasurer Andy's effort to establish Kiwiburn's new sister Society (Kiwiburn Arts and Cultural Society), and Webmaster Brad's work on pushing through a successful TechSoup Application, applications like Google Workspace and Slack will now be subsidised if not totally free! Not only a massive win on the accounts side of things, this also opens up the number of resources available to all tema leads since we are no longer restricted by such operating costs.

#### Recommendations / Improvements for Next Year:

- Re-introduce the use of Asana amongst department leads and year round leads.
- Callout to community for KB members with a professional legal background from a variety of areas, much like we have builders and engineer contacts able to contribute knowledge to assist volunteers in their roles.
- Now that we've had a couple of event cycles since the introduction of the KB Organisational Structure, I think we can do better with allocation of teams as well as their preferred names and

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functions. It's important that the structure is clear and logical to newcomers now that we have a greater number of filled roles which allow the structure to function as was intended when it was first introduced.

- Continue to include 'legal costs' in the admin budget as a 'just in case' resource.
- Following KB21's 'Meet the ExCom' event at Centre Camp this year to [see ExCom's monthly meeting minutes published](#), I've worked with Webmaster Brad and Communications Facilitator Julia to create a publicly viewable Google Drive folder which will have copies [ExCom monthly meeting minutes](#) saved (less any commercially sensitive or particaint details in line with our privacy policy).
- Webmaster Brad has devised a new Postmaster role to take on access and role/IT coordination that has previously been handled by Secretary and webmaster, this will ease a large amount of the 'on call' pressure of both roles.

#### **b) Admin Team - N/A.**

No Afterburn report was submitted this year - refer a) Administration report above .

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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.

### a) Financial Statements for the Year Ended 31 March 2021

Please refer to [Appendices](#) for full Financial Statements

#### i) Surplus and Cash Movement and the establishment of a Registered Charity

KB21 was an unusual year due to Covid. As a result of the uncertainty and risk that Covid created, the Kiwiburn organisation had to tightly control overall expenditure and the timing of payments. Decisions were made to delay some capital expenditure for a year, delay as late as possible any expenditure on KB21, and to minimise costs all together due to the considerable detrimental financial effect a cancellation of KB21 would cause. However, through good fortune KB21 was able to go ahead and as a consequence of the tightening of our financial belts it resulted in a larger than expected surplus for the year. An interim calculation predicted we would have a year-end Surplus of \$55,080 of which \$30,000 was tax exempt income (comprising Membership fees and Incorporated Society allowance) which would have left \$25,000 in taxable income.

However, ExCom had taken the step of establishing in the latter part of our financial year an associated incorporated society – Kiwiburn Arts & Culture Society – to further, as its name implies, the Arts and Cultural aspects of the burner philosophy at Kiwiburn and other burn events as well as work on collaborations with various local community groups e.g. Ngati Hauiti and the Hunterville Community Committee. The new Society will for instance be the entity through which we run our annual Art Grants for the Kiwiburn event, and will also be used to apply for grants from local and central Government agencies for projects where that is an appropriate thing to do. Being a registered charity opens the doors to a larger range of potential benefactors whether they be government, corporate, or private – please note however, that in all its endeavours Kiwiburn Arts & Culture Society (KAC Society) will adhere to its 10 Principles including Decommodification – so we will not be selling out to the Man in any way. [For further details on KAC Society Inc such as structure and governance please see Section d) below]

With KAC Society being a registered charity it means that any gifts/donations made to it are a tax deductible allowance for the benefactor/donor and the receipts to KAC Society are tax free income in their hands. Consequently ExCom agreed to donate \$25,000 to KAC Society as seed money to get the new society up and running. As a result of the donation Kiwiburn Inc itself ended up with a taxable income of just \$185. From a cash flow perspective, Kiwiburn Inc still increased its cash reserves by \$35,700 in 2021, and of course in addition to that, the new entity - KAC Society - has \$25,000 in cash reserves as of 31<sup>st</sup> March 2021 (see section d) below). See [Appendices](#) for the full Financial Statements.

#### ii) Actual results versus Budget

Revenues in 2021 were \$344,000 which was an increase of \$33,000 on 2020 revenues of \$311,000. This increase was the result of the increase in the number of tickets sold to 2,218 - versus 1,995 in 2020. The ticket price was held at the KB2020 level of \$195 plus booking fee, and we aim to do the same for KB2021.

As a result of our Covid belt tightening some costs allowed for in the KB21 Budget did not eventuate e.g. training, conferences, and other expenses were purposely reduced e.g. Kitchen and certain MPW expenses. Everyone in all teams and all departments worked very hard to minimise expenditure and maximise benefits for what money was spent so we had a buffer if a Covid cancellation did occur.

In addition we had strong support from the landowners and key vendors who all made concessions for us if a Covid cancellation did occur and we thank them deeply for their generous offers. The potential

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financial impacts of Covid were addressed by the concerted efforts of many teams to achieve reduced spending and many of them came in under their budgets. However there were a couple of significant overruns by both Effigy and Temple artworks being 41% and 48% respectively over their budgets. This was a result of several things such as green timber – rather than kiln dried - being supplied which impacted the structural requirements of the art work. Also both art pieces ended up requiring substantially more materials and hardware than was originally envisaged and costed. Treasury and Burnable Arts are refining the planning and purchasing processes the designers and planners of such large artworks will need to follow to avoid such overruns in the future.

As a consequence of all the above, the gross surplus generated by KB21 - before the donations to KAC Society (\$25,000) and St John First Response (\$2,000) – was \$57,132 versus a budgeted loss of \$1,181. After donations this surplus was reduced to \$30,100 of which \$30,000 was tax exempt income (comprising Membership fees, donations, and Incorporated Society allowance) so the net taxable surplus was \$185. Tax on that was \$51.

### **iii) Ticket Sales**

The speed with which Kiwiburn sold out this year is a clear indicator that the demand for tickets continues to exceed the population level that the event (i.e. the number of volunteers) can currently support. Growth was carefully managed again this year as part of our normal policy but with the added strain of the complications arising from implementing a Covid management plan. We had planned a 10.0% increase in the adult population cap – increasing it to 2,200 this year versus 2,000 in 2020. The actual number of tickets sold for KB21 was 2,218 versus 1,995 for KB20.

The ticket pricing was the same as KB2020 i.e. 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 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 KB21 the Crew tickets were again 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 avoided the need for any top up during the event. As a result of colder daytime temperatures during the latter part of the event, the ice sales did drop off over the last two days. Overall 2,270 bags were sold (versus 2,250 bags at KB2020) for total revenue of \$9,869 (i.e. excl GST = \$11,350 incl GST). Total costs including the ice, the hire of a 20' freezer container and its transport to and from the site came to \$8,528, resulting in a net surplus of \$1,341. Many thanks to Kora, Urs and the other Depot volunteers for yet again making this all work perfectly.

### **v) Art Grants**

Kiwiburn budgeted \$37,400 in art grants this year up from \$27,000 in 2020. This included \$10,450 each for the Effigy and Temple (\$8,000 each at KB20) plus General Art Grants - including the community art project and the innovation grant – of \$16,500 (\$11,000 at KB20)

As per section a) ii) above, both Effigy and Temple came in well over budget – but they were both spectacular.

Claims against the General Art Grants budget of \$16,500 totalled \$15,970 so 97% of the grants offered versus an uptake of only 83% at KB20. For KB20 the non-claimed \$1,800 shortfall was due to some art not eventuating and other artists not uplifting their grants, whereas we had nearly a full uptake at KB21

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The Art department repeated the “Art Shark” event where the Arts team fosters participation in the following year’s arts program by holding an event/workshop and awarding in advance the first release of KB2021 Art Grants – at KB21 we awarded \$1,000 up from \$500 at KB20. The \$1,000 is applied to art projects for KB22 so the \$1,000 Art Shark awards will come under the KB22 Arts budget.

Last year we commenced our plan to gradually increase the budget for Arts over the forthcoming events and based upon the response from Artists and the support of the Community, we intend to do so again for KB22. More Art on the Paddock.

The financial administration of the grants was run again by the Arts Council whose members were appointed groups of Art Grant recipients to liaise with throughout the process - so “thank you” Arts team for making this work so well again

#### **vi) Capital Expenditure**

Due to Covid restraints we reduced and postponed capital investment in assets, particularly higher value assets. This Covid related strategy meant asset spending was mostly related to lower value items but even these do not show on the asset register as current year purchases as the government brought in some tax relief measures to ease the financial impact of Covid on entities by increasing the threshold for the value of assets that can be expensed in the year of purchase from \$500 to \$5,000. This temporary increase in threshold drops down again for the next tax year but at a slightly higher level of \$1,000 versus the \$500 of prior years.

#### **b) Team Roles**

Currently I am the only member of the Treasury/Finance team. We have plans to build up the team this year and the Finance team will have more on site presence during the build period assisting with purchasing as well as processing receipts and documenting spend, etc. Having officially taken over the full Chair role in March (versus “acting” for the prior 18 months) I will be working towards handing over the Treasurer role to a new set of hands ready for KB22.

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

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

Covid caused delays to ExCom’s plans this year to consult with Kiwiburn’s members as part of developing a 3, 5, &10 year strategy including a financial plan to ensure the long term viability of the festival. This was intended to cover the possible expansion of Kiwiburn activities to be year round as well as the potential for collaboration with other organisations and events that have similar objectives and principles to Kiwiburn. For details on this long term plan refer to the same section in the 2020 Afterburn Report. This would now be done incorporating the use of the newly formed associated entity – Kiwiburn arts & Culture Society see section d) below.

##### **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.
- Establish a Financial Oversight Committee to monitor and manage Kiwiburn Inc’s financial operations and also, being a member of Kiwiburn Arts & Culture Society, monitor the financial operations of the Kiwiburn Arts & Culture Society.

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## **d) Establishment of Kiwiburn Arts & Culture Society as a registered charity**

### **Background**

For several years there had been talk about registering Kiwiburn Inc as a registered charity, however, as the law stands at the moment Kiwiburn Inc in its current format and with its current constitution (Rules) and with all its current activities would not meet the requirements of the Charities Act to qualify as a registered charity. What ExCom was able to do was establish a separate but “associated” incorporated society responsible for the arts and cultural aspects of Kiwiburn i.e. gathering funding (gifts, donations, grants) and administering those funds (grants to artists and cultural projects). The new Society was incorporated in March 2021 as “Kiwiburn Arts & Culture Society” and once incorporated as a Society we then also applied for registration as a charity in March 2021 and confirmation of our acceptance as a registered charity was received in August. The actual recorded registration date will be August 2021 but what is deemed the “effective registration date” for reporting and tax purposes is the original filing date of the application which was March 2021.

### **Governance**

The new Society has its membership and committee made up of the Kiwiburn Inc’s officers and committee members. Officers roles – the Chair is Paul Gill (Kiwiburn Inc’s Art Facilitator), the Secretary is Geveta Cook (Kiwiburn Inc’s Secretary, and Treasurer is Andy Justice (Kiwiburn Inc’s Chair) the remainder of the committee is made up of Kiwiburn Inc’s current KAC members. The new Society is a separate legal entity to Kiwiburn Inc, however, Kiwiburn Inc in its own right is a member of the new Society and, via its representatives, is on the Committee. The new Society’s Rules and Principles are the same as Kiwiburn Inc’s but restricted to Art and Cultural activities that are legally deemed as being for wholly “charitable purposes”. The new Society will be filing annual reports on both its financial activities and its charitable endeavours (arts and cultural projects) with the Charities Service each year. Kiwiburn Arts & Culture Society being a charity is tax exempt and, therefore, does not file a tax return with the IRD. *[As opposed to Kiwiburn Inc which is a simple Incorporated Society (not a charity) and must file a tax return with the IRD and pay tax on any surplus generated.]*

### **Finances**

As of March 31<sup>st</sup> 2021 Kiwiburn Arts & Culture Society had as cash reserves in its own bank account, the full \$25,000 donation made by Kiwiburn Inc in March 2021. This donation is tax exempt income in Kiwiburn Arts & Culture Society’s accounts and a permitted donation/tax deduction in Kiwiburn Inc’s accounts.

Going forward Art Grants will be awarded to artists by Kiwiburn Arts & Culture Society and all claims and payments relating to those grants will be made through the new Society.

### **Further Information**

Now that the new Society has been granted Charity status we can confirm how it will operate and further information will be made available to the Kiwiburn Community through the Kiwiburn Inc website and other media channels over the next few months.



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## V. Arts

### a) Arts Department by Paul Gill, ExCom Arts Facilitator

Firstly, I would like to say a massive thanks to everyone that was involved in Kiwiburn 2021. It is amazing to see the awesome contributions from so many members of our community, and you should all be immensely proud of the wonderful environment that you create. For me personally this was both my first Kiwiburn and first year of Excom, thank you for providing me this opportunity to contribute and to the Excom members that gave up their time and energy to get me underway I deeply appreciate and value all you have done to support me in my first paddock outing in NZ! A massive thanks to the team that makes up the Arts Team – Burnable Art, KAC, Theme Camps, Event and Arts Registrations and Mutant Cars, you should be very proud of your contribution to the community and the passion and energy you bring to Kiwiburn, we are privileged to have a mix of experience and new members in the group this year and the way everyone supported each other when required and collaborated was outstanding. My greatest hope is that everyone in the Arts team enjoyed themselves and we get this amazing group back again for 2022 with a few extras to lighten the load! To the creators and artists, you are to me the heart of this amazing event! A special mention to the enormous hours, skills and dedication the Temple, and Effigy Team endure to make such a special contribution for us all to enjoy, you are a special bunch of humans who are a role model to us all. Thanks to all of those teams within Kiwiburn who helped, assisted and worked with the Arts team to bring the vision to life in 2021, while there are so many who supported I would like to say a special thanks to Brad, Kirsten, Firecracker, Lauren, William, Keegan and Moneydaddy, we have sucked up your time, energy and skills and we thank you so much for this support you are legends! To all of you that volunteer your time this simply would not happen without you, you are the body that holds the organisation together.

### Thoughts and Opportunities for 2022

- For me personally I would like to see the growth and fostering of 2 areas as we evolve.
- Culture and Community
- Ensuring that we grow, nurture, and foster a community based on the principles and needs of our community and have an environment that allows for this to exist.

### Recommendations / Improvements for Next Year:

- Connecting our principles to actions that help provide education and ideas to the wider community and growing the visibility of this.
- Theme Camp direct access to tickets being increased to recognise the commitment and contribution these groups bring to the paddock, and the impact they make in supporting our culture.
- Growing the Arts funding to recognise the value that this medium brings to building bonds with individuals and growing communities.
- Investing in immersive Arts projects and workshops both on and off paddock that provides opportunities for personal growth, expression and sees the culture of Kiwiburn broadened.
- Supporting artists on paddock with tickets and Arts placement to increase awareness and connectivity with attendees.
- Growing community spaces to encourage gathering and participation.
- Supporting a growing population with planning that allows for community connections at the heart of placement.
- Promoting the understanding of our principles through differing mediums on an ongoing basis.

### b) ARTery by Eryn Gribble, ARTery Lead

#### Crew Performance



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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 was 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 Kiwiburn Arts Committee (KAC) by promoting, processing and allocating art grants and other associated tasks. We supported artists as required pre, during and post event although this was more minimal this year due to having other arts roles filled. As well as various public events/workshops, we held a total of seven events during the festival:

- Artwankers tour (9 participants).
- Night time art tour (100 participants).
- ARTery opening night and art crew appreciation (70 participants).
- Art gifting - 24/7 - high turnover throughout the event.
- 2020 Vision artist talk (15 participants).
- Temple artist talk (75 participants).
- Art Shark (60 viewers, 7 competitors).

### **Resources**

The ARTery was under-resourced in the required number of tickets/early-entry allocation for artists (granted and non-granted). Not having the required numbers of this makes it challenging and stressful for all involved. Our budget was increased this year for an artist/art crew party. We think this is valuable to celebrate the work/art of many who operate in isolation and to enable artists to meet one another and the crews that support them to bring art to site. We had a fantastic small volunteer team - special mention to Justin for setup/packdown/art talk hosting and Jasmin (with Matt's support) for the nighttime art tour - bunch of legends. We've welcomed fantastic new members to the team Paul (Arts Facilitator) and Erin (Arts/Events Registrations). Having these roles filled with capable, active and enthusiastic people was awesome!

### **Budget Analysis**

- ARTery had an overall budget of \$1760 (\$200 of this was SWAG budget which is centrally managed and \$360 for marquee hire as paid for/organised by MPW).
- This leaves an Artery spend-budget of \$1,200. of which only \$1,018 was spent mostly on fit-out items.
- ARTery was allocated \$200 for swag but did not receive ARTery specific swag this year (patches).
- The marquee budget was \$360 but a larger one was utilised costing \$720
- Again this year our generator was managed by MPW, this was awesome - thanks MPW!

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

- Kiwiburn needs to apply for changes to the resource consent - to enable more people on site early (some of these allocations going to artists). The current number is very challenging to work with for all teams and definitely for arts.
- More (approx 70-80) reserved tickets for artists and the process of artists (granted and non-granted) securing these being streamlined to minimise admin/stress for all involved.
- Would like to support Te Ao Māori art/artists more and increase our commitment to Te Tiriti o Waitangi.
- Streamline and automate if possible the health/safety requirements for artworks. Less double-handling!
- Increased SWAG budget for ARTery so we can receive ARTery specific swag - also to enable artists to get swag.

- Artwanker tours - move to x2 night tours, this year there wasn't much to look at in the day (nothing that you also couldn't really also see in the evening), daytime tours seem more redundant these days!
- We would like to see an on-site volunteer role of childcare during build be offered to increase potential for parents (especially women) to be able to crew.

### **c) Art Registration & Event Registration Coordination by Erin Brookman, Lead**

- My experience in the Arts/Events Registration role was supported by Arts Facilitator (Paul Gill), Artery (Eryn), Burnable Arts (Jasmin) and Webmaster (Brad). As I was new to this role there was a lot of learning on the job and these excellent humans helped me along the way.
- In reflection some more time spent understanding Google Docs and Google Drive at the onset of the role might have made things run a bit smoother for me. I did manage to get the hang of the tech as I used it but probably could have been more efficient if I understood more earlier on.
- This year the offsite Arts Registration role expanded to include Arts Placement onsite. Locations for Art were marked with temporary pigtailed around the site. It could benefit the visibility of Art to be marked with more obvious, event long signage. Not only showing artists where to install their art but also to help participants locate it.

### **Recommendations**

#### Arts Registrations

- Review of Arts Registration cut off dates would be useful. Paying attention to other events that are happening around the same time as Kiwiburn and the effects these may have on Kiwiburn participants.
- Some sort of streamlining between Arts Registration processes and KAC processes. Try to reduce what felt like double handling between these two.
- Increase visibility of art
- Art marked with numbered stakes on paddock that can be related back to numbers on art trail map
- More art in Effigy paddock
- Art map included in handbook as opposed to separate document
- Maybe a digital art map
- Art around Temple

#### Events Registrations

- Change time options on web form to 24 hour clock. Purpose would be to reduce confusion between events being held at 12 noon and 12 midnight
- Increase utilisation of Centre Camp as a location for events.

### **d) Burnable Arts Liaison by Jasmin Wilkins, Burnable Arts Liaison**

#### **Crew Performance**

Our volunteer engineers were super helpful, big shout out to Peter and Reuben for their helpful feedback and support in the design process. MoneyDaddy was an invaluable support for our build leads on budgeting, and Firecracker and MPW were very helpful with build schedules and planning for resource storage and use on site.

#### **Budget**

Both the Effigy and the Temple builds did end up over budget by a reasonable amount - around 41% for Effigy at \$14,750 and 48% for Temple at \$15,475.

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## Recommendations

- Explore options to identify the right level of support for the crew leads, it can vary and support for one may appear to be demands and constraints to another.
- Provide more information about \*why\* we have processes and structures in place so people understand the purpose.
- More early education/information sessions for people who might be interested in building burnable art to increase our pool of artists.
- Focusing formal processes on where they deliver best value, so we only have what we need to minimise overhead for artists.
- Looking at ways to improve the budgeting process to better plan for known expenditures, and make sure there is enough contingency for unforeseeable events.
- More in person contact wherever possible, and a bit of formality in the process where needed.
- Having an onsite debrief either just before opening or on a low day (e.g. Thursday) for reflection together (one each for Effigy and Temple, or one together, with the crew, Event Lead, Art Facilitator, MPW lead & burnable arts.
- Get burnable arts down on site if possible to get a better understanding of how things progress on site and spending a day or two helping/processing receipts/being present for the process
- Create more reference resources for artists, e.g. FAQs, prior budgets, libraries for basic structures, costs (from prior builds) and good cladding options.
- Focus on helping each crew have the full set of skills required so they are set up to succeed.

## i) The Effigy by Ben Curran, Lead

### Crew Performance

The crew managed to build a pretty spectacular effigy this year, and it burnt well. They did this despite a stream of things going wrong and/or not going to plan, so it should be noted that the effort and dedication of the crew was well above and beyond the call of duty.

The support for the build crew from Event Management, Ops, Kitchen, MPW and Temple was again, above and beyond. I doubt it would have happened without the support from everyone on site. Support pre-event from Kiwiburn was worlds ahead of previous builds that I have been involved in, as was support on the paddock. Without the support of Event Management, and Finance, the effigy this year would not have been finished before gate day, if at all.

That said, the experience was not a pleasant one for many of us, it was exhausting and at times heartbreaking. The lengths the crew went to to ensure that the effigy was complete was not healthy, physically or mentally. Personally, I doubt it is an experience I will be repeating soon.

Previously when we have built structures of a similar size, we have had a pre-build space that allowed multiple people to get to grips with the project before we hit the paddock and identify and fix any number of potential problems. Not having that this year, resulted in a number of problems that would have otherwise been fixable compounded into a project that was long, incredibly stressful and well over budget.

Effigy went well over budget this year - multiple days of heavy machinery required for lifts to get the structure into place as a result of weather, duplicate purchases of fittings and sourcing of tools to allow larger fittings to be worked. Also we had to accommodate extra weight from non-kiln dried wood that was supplied, and the failure of and general inadequacy of some of the hired equipment were all contributors to this. The extra expenditure did allow the build to be completed safely, so while realising that budget overruns are not desirable, the fact that we were able to go over was much appreciated.

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The current transitory nature of effigy and build crews means that there is no training for new build crew members. Over the years the various builds have not been documented either. This build was completed with an over-reliance on the institutional knowledge of several team members who have built similar structures. There does not appear to be an easy way to pass this knowledge on to future builders/artists.

An additional point to note would be the missed opportunity, and waste of money that occurs as a result of relying on build crews fitting out the construction site. Incremental building of a resource the effigy and temple crews could use would not be perfect, but it would result in significantly less wastage - tools and equipment that are used every year such as scaffolding would pay for themselves in a very short space of time. The presence of tools and fittings for unforeseen contingencies would also prove useful.

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

In summary, the support received from Kiwiburn both pre and during build was a vast improvement on previous builds. Event Management deserves special recognition. However, if Kiwiburn wishes to continue to have builds of this magnitude, I would offer two recommendations.

- The institution of a permanent build crew to work with an effigy art lead. Remit to include:
  - documentation, and drawing of plans down to the level of detailing the construction of major joints used in construction.
  - employing professional engineers to construct and approve plans.
- The compilation of resources, tools and equipment for the team, including the provision of a pre-build space prior to arrival on the paddock.

### **ii) The Temple by Gregg Painter, Lead**

For the '21 Temple I was allocated 12 crew members which grew to 14 by the time we got onto paddock. We did a significant amount of pre-build on the Wanaka site which mostly entailed breaking down pallets and building the roof structure. We also had part of the crew pre-built the stairs in Christchurch and both of these parts of the structure were taken up on trailers. This was essential to be able to complete the design that was submit and I would say we put as many man hours into the prebuild as on site.

The temple was designed in such a way that it could be built in three stages (base structure, lower roof, upper roof) which could all be worked on from the ground simultaneously without raised platforms. This allowed a wide range of work to be done and gave me the ability to try to tailor jobs to the people who either were the most experienced or the most keen to be involved in that part of the build. I cannot commend my crew more for their enthusiasm, ability, dedication and overall work ethic. We had a great balance of people experienced enough to lead certain jobs and teach others where necessary. It enabled me to create a crew in which gender, build experience, burn experience, age etc. did not factor into the choice of people, which is how I would like to run any build I lead. I would like to give a special mention to Axel Chesney who was not able to attend the build but who was absolutely instrumental in the design of the temple and without which I would probably not have been able to pull off something that I am so proud of.

The initial plan was to be able to take at least 2 days off during the build. As things panned out a number of factors (losing a crew member within the first 2 days, supporting other projects at times throughout the build and my own underestimation of the amount of work to be done) meant that we were unable to do that and as a result fatigue did set in at times. I would like to stress this is not unusual on a build, however it is desirable to avoid and one of my main goals was to give my crew a day off before gate day, which ended up not being possible. Being my first lead this was one of the bigger learning curves for me and I aspire to be better with time management in the future.

### **Resources**

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I came in quite late to the idea of building a temple, having not actually submitted a design and so the months of August and September were pretty full on with design and communication with engineers etc. Even though that was the case, the support I received from Jasmine (burnable arts), Andy (Treasurer) and the rest of the support crew was fantastic. I was able to quickly get answers to questions and had my crazy ideas of ordering giant glass balls from china etc. approved and refunded almost immediately.

I would like to say that our build ran pretty smoothly and management did a really great job of supporting me at every point of the build. I would have liked to be able to arrive on site maybe one or two days earlier than I did just to establish myself and prepare for the coming few weeks but aside from that I felt very heard and the whole crew on site really did a fantastic job of taking care of each other. One thing I think would make future builds better is to have a specific role assigned to buying and collecting items from off site that could be managed each evening and shared between all build crews. Also having a system in place to create a workshop/tool storage before the majority of the team show up would add an extra couple days (224 man hours!) to the build.

### **Budget Analysis**

Temple was over budget by \$5k. This was basically down to a confusing error that I made when working out totals inc/exc GST and I'm happy to take responsibility for that. By the time the mistake was realised I had already ordered materials and budgeted the build and in fact was on site mid build.

Having known this sooner I could definitely have scaled things down or excluded certain 'cherries on the top' but there was and always will be a certain amount of unexpected things that happen which will add to the build total. This can come in the form of extra materials or fixtures, time spent with lifting equipment due to unforeseen circumstances or broken tools and equipment etc. We were fortunate to not have to deal with anything big for the first couple but did have issues with the latter and although Kiwiburn were very good about replacing my personal tools that were written off, there were other items such as a \$1k amp that broke due to an issue with running off of a generator. The lesson I've learnt over the years is; things like this happen and sometimes you just have to roll with it as there are sacrifices being made throughout to enable this event to happen.

Moving forwards I have suggested a more realistic contingency fund for the builds specifically for unforeseen costs, buying and having available a supply of construction wood for the whole site which would save a lot and ease potential of needing to do extra trips to the builders yards.. and I have signed up for a high school level maths class.

### **Recommendations/Improvements for next year**

I have spoken at length to management and crew support about improvements moving forwards but in a nutshell I think more support for wannabe designers and leads would be great, more forward thinking in terms of having tools / materials / fixings onsite ready to be requested and personally I think one whole day dedicated to taking a break and floating down the river mid build would do wonders for crew morale.

## **e) Kiwiburn Arts Committee (KAC) by Eryn Gribble, KAC Team Member**

### **Crew Performance**

KAC this year was an awesome team with a fantastic culture of laughs, support, mahi and aroha for art and Kiwiburn. This year we welcomed Kora (of Depot fame) and Jamie (a.k.a Traitor Angel, MPW or art build crews - he has loyalties). They have brought such valuable skills and energy. The old crew are aging

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well - and have all stuck around at least 4 years and consist of the awesome and epic - Abby, Peter, Mikey, Mel, Eryn. A real fun and stable team who get the thing done! Mel stepped down as chair this year and we agreed as a team to trial running KAC without a Chair and seeing if this can work (*boo to hierarchies!*) however due to workload and the year just getting on, we've not formalised how or if this could work. Eryn has naturally stepped up into "Chair" vibes, while trying to leave space for others to lead/letting it get figured out without things slipping away. Brows were beaten, coins were tossed (jokes), gauntlets were thrown, fist fights were had. We gave them dollars! In the form of large, small and innovation grants. We hustled to a supportive ExCom who increased our budget this year (thank you, **but we're greedy and still want more!**) The huge increase of applications made the process a real challenge this year and took longer. We had to say no to several artworks that we loved, simply because we had so many strong applications and not enough funding to distribute. It was the hardest year in Eryn's 6 years of being on the team! The team had an in-person KAC Summit again in Wellington to update policies, team build and make decisions on the grants. This is massively valuable, saves loads of time, makes the process easier and more enjoyable while building a vibrant team culture.

## EVENTS

KAC ran two events this event cycle::

- **Online:** Art Grant Information Session on Zoom in August  
This was attended by approx 13 people and hosted by Eryn and Peter. It was a good opportunity to explain the process, answer questions and be visible to the community. We will look at doing this again.
- **Onsite:** Art Shark *"Kiwiburn Art Grant Committee in Association with the ARTery present...ART SHARK. A Parody of Shark Tank or Dragons Den. Come pitch your idea for a paddock innovation/art piece to the Kiwiburn Art Grant Committee. Props/prototypes/interpretive dance encouraged. We have up to \$1000 to upfront fund for Kiwiburn 2022. No jokes (but make your pitch funny)!"* Friday, 3pm of 2021 event.  
Less attended by both participants and grantee's this year but still a success. Approx 60 in the audience at the busiest time and 7 pitchers. We granted \$500 to two projects (\$1000 total), one made up some 30 minutes before the event and the other very well thought out and planned. We'll announce these publicly when confirmed they're going ahead (keep reading the EFP!) We will continue to run this event. Last year's winner of \$500 was Octopussy. They applied for additional funding of which they received some. Octopussy was a highlight art piece for many and involved 10 collaborators - a huge success! They also came through with their bribes (jokes).

**Other KAC Tasks** (on and off Paddock):

- Continued to utilise our procedures that work well for us and refine those that don't.
- Communicated/supported artists.
- Communicated/worked with crew (health/safety, art registrations, communications teams especially).
- Updated policy/procedures documents.

There was so much amazing art we funded on the Paddock, it was amazing to see!

## Resources

Early entry and ticket allocations for granted artists need to be looked at - how/when they are given and who is eligible. This is stressful and time consuming for KAC and also stressful for artists. Larger allocations of each are required. Our new Arts Facilitator is really engaged, passionate and supportive - you're more than just a resource to us Paul :P Thank You! Having software for managing artists (perhaps similar to volunteer software could be beneficial).



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## Budget Analysis

KAC had a Grant budget of \$16,500 this was broken down as follows:

- \$14000 small/large art grants
- \$1,000 innovation grant
- \$1,000 community grant
- \$500 art shark awarded at KB20 for art at KB21 (\$1000 was awarded at KB21 for art at KB22)
- An overall increase of \$5500 from 2020.

	2020	2021
<b>Number of Applications</b>	31	41
<b>Amount Requested</b>	\$24,259.00	\$44,490.32
<b>Number Granted</b>	23	27
<b>Total Amount Granted</b>	\$11,000.00	\$16,500.00

We spent \$1,314 for the Summit. This included venue hire (\$87), transport & some flights from Dunedin/Auckland to Wellington (\$842), food (\$385) and that all important coffee! We had three artists pull out in total (at various stages), and one did not present themselves at the festival (no receipts claimed for any of these). We have been able to re-allocate this funding to projects that we under-funded. Life happens, but this is still a bit disappointing :(

## Recommendations / Improvements for Next Year:

- Work with the Health and Safety team and Art Registrations to streamline these processes further
- We wanna be more baller - we would like a \$25,000 budget!
- We will be looking for new volunteer/s to join KAC, especially if the budget increases, then so does workload.
- KAC will provide x2 representatives to the panel that decides on Temple / Effigy design / builder for the 2022 event and x2 representatives to the panel that decides the poster for 2022 event
- KAC will vote on the art theme for 2022.
- KAC will be requesting more early entry passes available to artists.
- KAC will be requesting to provide all granted artists with x2 reserve tickets per art grant (with ability to gain more tickets for larger scale projects), these to be confirmed prior to general sales.
- KAC will look at how to better support Māori / Indigenous / Pasifika / POC artists and to engage these groups of folks.
- KAC to automate and streamline some processes further (Trello? Canned responses).
- Kiwiburn to invest in a software solution that could work well for volunteer teams - and artists/theme camp management.

## f) Mutant Art Vehicles by Pete Lumos, Team Lead

'Growth' is the word..... this year most of our Mobile Art from 2020 returned and we had several cool new creations gracing our paddock, these included the street legal 'Baby Bomb' and my classy favourite 'The Couch'. Art that moves is awesome but it comes with an increased risk and our task here in MAD is to encourage the art and mitigate the risk because nobody wants an injured participant. Don Simon and I gave each vehicle a once over to ensure it can stop, steer, and won't fall over as well as a couple of other simple safety checks, while none failed a couple of vehicles had to make some repairs



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and then they were issued with their official vehicle license. Drivers were issued with wristbands and told when driving they need to be sober and in complete control of the vehicle. To get a night license we also want to see lots of lights. All pretty easy and a Mutant Art car doesn't have to be an expensive white elephant. You want a party? Who are you gonna call?... How about Zombie Busters?... New this year was The Zombie Response team joining the Hippy Flower Power team to give us two mobile party zones with sounds, lights, lazars and a smoke machine, just what we needed to fill in some of the empty spaces up in the Effigy paddock. This year it was good to see some extra excitement added with the Mutant Art cars invited to a 'Race' up in the Effigy Paddock and as the Solar Race team will tell you, To win the race you don't need the fastest or fanciest creation around, but lots of friends and an air horn does help. Big thanks go to Don Simon for his continued assistance and all those who helped create our awesome assortment of Mobile Art devices. I look forward to hearing from more of you who want to create something mobile for our paddock next year.

### **Recommendations**

- Update our team name to the Mobile Arts team (we are more than just Mutant Art Cars).

## **g) Theme Camps by Sam Clemens, Theme Camp Coordinator**

### **Crew Performance**

The Theme Camps crew achieved a great deal for Kiwiburn 2021. We successfully helped coordinate 67 different Theme Camps to the Paddock (an exciting number for a burn of our size). This involved organising important documentation such as health and safety paperwork etc, coordinating between Theme Camp leads and many other Kiwiburn teams to arrange placement, sound camp management, Mutant Vehicles and fire activities. We also troubleshooted many issues and provided advice and assistance to many Theme Camp leads whenever they contacted us. We are proud to announce this was the first year where every camp had all relevant paperwork, with operational checks etc in place before they arrived for setup. This is a great achievement by the team which allows for the smoothest working relationship between Kiwiburn Org teams and all of our Theme Camps. We also introduced Theme Camp inductions during early entry. This allowed for every camp lead to meet a member of the Theme Camp team and allow for effective distribution of information such as placement, booking times for checks by various Kiwiburn teams such as health and safety, sound team etc. This was a great success and one that received a lot of positive feedback from several camp leads.

### **Resources**

As our team was completely new to Kiwiburn there was quite a bit of growing pains as we settled into the new role. We would like to thank all camp leads for their patience and acknowledge that it will be of benefit to provide more regular updates of where the team is at in the process. Mainly we at Theme Camps would like to thank the new Arts Facilitator Paul. Working with him this year was a true pleasure and I look forward to seeing what he has in store for Kiwiburn in the future. He's a keeper! Great job Arts Department! A main focus moving forward for Theme Camps which is critically important is that we formalise the tasks for the year and the procedures we have to complete them. This will enable the smooth running of Theme Camps at Kiwiburn regardless of which volunteers we have in the Theme Camp team. This will also create consistency for both other Kiwiburn Teams and Theme Camp leads with which to work with. The main changes that were made were not too exciting data management design we used to keep track of the massive task of coordinating 67 Theme Camps with multiple Kiwiburn teams. We also implemented having a stronger presence during early entry with greeting camps as they arrived with great success.

### **Budget Analysis:**

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Unfortunately the Theme Camp team does not have a budget at Kiwiburn. The Arts team is strongly advocating for Theme Camps to start receiving a budget. This would go to a discretionary fund where we can help support relatively new camps who blew us away to financially support them to bring an even better experience to future Kiwiburns.

**Recommendations / Improvements for Next Year:**

- Formalisation of procedures.
- The Theme Camps team needs to create a formalised work timeline and procedures that will outlive the volunteers that make up the team. This will create consistency for everyone involved and prevent reinventing the wheel each time. This will free up Theme Camp team members to focus on assisting Kiwiburn's Theme Camps which is what the job should all be about.
- More volunteers.
- Theme Camps should be expanded to have at least 3 team members (1 lead, 2 co-coordinators).
- Improved channels of communication.
- Theme Camp team will provide a monthly update to Theme Camp leads via email on progress made by the team, reminder of important dates etc.
- Theme Camp numbers should be capped at 50 for quite a few years to match volunteer rate and Theme Camps participation.
- Health and Safety (H&S) form submission and signing MOU will be a condition of the application process, i.e camps must submit these as part of their online application.
- Application form reduced in size and simplified.
- H&S forms for Theme Camps to be simplified.
- Highly advocate for at least 3x \$1000 grants that Theme Camps can reward great new camps to provide financial support to enable the growth of great new camps and crews.

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## VI. Communications

### a) Communications Department by Julia Damrow, ExCom Communications Facilitator

I took over from Shelley Watson in the Facilitator Role in May 2020, after having been 2IC for about a year. There was not much handover, though Shelley kept an updated list on Asana. The Comms team is one of the busiest teams as there is something to do just about every week. In general, the facilitator role has been more work than expected, though I also took a lot on. Covid added additional work helping with policies and subsequent comms, including a couple days pre-event, however I really enjoyed being part of ExCom as I felt appreciated and of use. At present there is no 2IC, which I might revisit later this year.

#### Crew Performance/Resources:

The Communications team is amazing. It is the largest and most complete it's ever been and they are ON IT! We had our annual team summit in late July in Auckland and we also had a get-together on the Paddock.

- The Electric Fence Post (EFP)
  - Two dedicated editors/writers with Tris and Jo collect content every week, allowing me to step back a bit. I check stories (cos control freak), but they do a great job and I trust them. Achieved significant improvements on timing for stories and no longer do frantic Monday night sessions. Our blogger Navigator contributes valuable and extensive content at various parts of the year. The Fencepost reaches 2317 subscribers, 500 more than last year. The average open rate is 22%, on par with previous years.
- Design
  - Led by Kayleigh Malthouse as Shelley has been stepping back (though she helps out from the wings). Kayleigh got the event guide sorted, as well as designing patches, stickers and other swag based on the design by Brandy Davis. Wristbands (adults and under 18's) were done by Shelley. The event guide was 36 pages, 2 more than last year and the front/back pages and map in colour. The map was small for a variety of reasons, and had to be trimmed significantly, so also printed 100 A4 size guides. We were a bit too precious with them (they were expensive), but they were a good idea for the future.
- Social Media
  - Facebook remains the main interaction point for the community. We (Admin: Kat, Shelley, Kayleigh, myself. Moderator: Jo) moderate admission to the group, posts/comments or remove content were required. The group page has 8.7K members with an additional 732 requests (561 approved) since January, a 2.1% increase over last year. The page reaches 13,855 people, an increase of 2300 people over last year.
  - We had two media enquiries for KB2021, but both contacted us too late (or did not come back to me) to be of use.
  - Sarah Hitchings has been managing Instagram/social media and really stepped up more in the latter part of the year with some great content. I hope she'll be more involved with media in general next year. Instagram now has 3378 followers, almost 1000 more than last year. We did 122 posts and link some info from FB. Twitter
- Photography
  - Shelley and the rest of the team have helped to organise the archive better. We had two official photographers onsite this year, both also drone operators. One was significantly better while the other incurred consent breaches due to filming at night and in a confronting manner despite lengthy chats about consent with both pre-event. Photography was in general a hot topic post burn, so a number of initiatives have been instigated. These include a survey (156 responses so far) for community feedback, FB posts and encouragement of others to provide solutions based input as well as a new photography policy. Reuben has been quite quiet, though have other options for this role.

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- Website
    - Brad has been a lifesaver more times than I can remember. He is the backbone of the comms team and hugely instrumental to getting the technical aspects sorted, such as website troubleshooting, adding covid banners, helping out where needed and just generally being a top bloke. We are advertising for a postmaster to help administer the G-Suite to alleviate Brad somewhat. The Webmaster 2IC also is expected to step up more than he has (never even met the dude)
  - Census
    - 2020 was a mess and was not formatted until the week of KB2021. It is still being tweaked to go up on the website. This was due to a limited number of people having access to the right graphics system and wrangling the info into usable format. Census 2021 is underway and so far has 466 responses. I plan on another FB push for this.

In general, the Comms team functions like a well oiled machine. There are some lapses in getting things posted to FB, in particular in the lead up to the event as I was quite busy with Site Office stuff. However, the team was also busy with their preparations. I will look at a social media management tool in the near future to help with this. No one undertook any kind of training that I know of.

#### **Budget:**

The Communication budget is broken down as follows:

\$1,300 for Social Media, comprised of:

- \$600 ad boosting (\$379 spent)
- \$150 KB21 onsite Comms catch up
- \$150 Survey Monkey (\$85 spent)
- \$100 Last Pass (\$55 spent)
- \$300 Media Scheduling (\$0 spent)

\$180 for EFP - MailChimp (\$298 spent)

\$2,300 for the annual Comms Summit (\$1,500 spent)

\$950 for Web Services, comprised of:

- \$500 WP Engine (\$455 spent)
- \$450 Domain Names (\$409 spent)

\$0 budget for Design (\$90 spent on Fonts)

\$0 budget for Media and Community Engagement being teams with no direct expenses

#### **Improvements/Future:**

- A new photography and media policy and guidelines for official photographers and drone operators
- Social media scheduling/management tool, to be implemented shortly
- Possibly get a 2IC
- Training if available
- More support from the Webmaster 2IC, or reshuffling the webmaster role for web content and IT team
- Better collaboration re: event guides to avoid miscommunication with printers and town planners
- Community Liaison requires a Job Description to expand into being a common denominator for other burns, the community as a whole and help with diversity and inclusion. Whether this role remains under comms, elsewhere or becomes its own thing is to be decided

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

In the Community Liaison role Kat Robbie primarily worked on the Social Media Team moderating the Kiwiburn Facebook group, managing group joining requests, and assisting with communications within the group. The group discussions that received the most community engagement leading up to Kiwiburn 2021

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centred around Covid-19, and how burn events would go ahead. Although there was a minority of resistant voices to Kiwiburn's Covid-19 policy, the majority of the community was in full support of the changes needed for the burn to go ahead in a global pandemic. The occasional contentious issue that flared up within the group was discussed within the Social Media Team before further action was taken, if needed. Being one of the few burns able to go ahead in the world at this time, the Kiwiburn Facebook group continues to have a growing interest from the international burner community. The challenge around the Community Liaison role is that it has been somewhat underutilized from what it was originally intended for. While it has been relatively straightforward to keep up with community engagement via the Facebook group, it has been harder to find an opening to engage with ExCom and understand where the Community Liaison could be useful. Going forward, Kat Robbie will be stepping down from the role to focus more on social media and the Kiwiburn website. This is a good opportunity to open the role up to new energy and direction. Discussions have already begun about using the Community Liaison role to assist in the delivery of new processes and find areas where awhi/support are needed within Kiwiburn.

### **c) Design by Kayleigh Malthouse, Design Lead**

The annual poster design competition had three entries from the community. They were presented anonymously to the Arts Team, who then voted on them and determined the winner. The artist, Brandy Davis, worked with us (graphic designers) to create the sticker, volunteer patch and social media banners. The stickers were printed in Wellington and distributed at Kiwiburn to every participant. Half way through the year we had a hand-over from Shelley (volunteer graphic designer since 2006 for Kiwiburn) to Kayleigh and we worked collaboratively through 2020 ready for a Kayleigh take over in 2021. The Comms team designed and produced volunteer patches, the event guide, signage, wristbands and updated the survival guide. The [event guide](#) increased in size by four pages and the content was formatted automatically from the website to Adobe InDesign which worked well again. Work on the Event guides was again delayed until the last minute due to the increase in theme camps and late submissions for events and also because the map was not received in it's finalised form until the town planner returned from another festival and where mostly unreachable in the week or so before the event. There was also great secrecy around the map, which meant that the map that was received was illegibly small, had too much dead space on it and thus not fit for purpose in an A4 format. Some last minute cropping and formatting was required with the help of the webmaster to create a map that could be read and printed. Both adult and under 18 wristbands were designed and produced again this year. Due to uncertainties around COVID-19, the patches and stickers had the dates removed in case the event was postponed until 2022, so sat waiting until the last minute, which caused quite a bit of last minute stress though thankfully it all worked out and everything arrived on time. Print production costs had doubled since 2019 due to increase of material costs and shipping.

### **d) Electric Fencepost (EFP) by Tristan Cordelia and Jo Legutko EFP Co-Leads**

#### **By Tris Cordelia:**

I wrote articles for our newsletter Electric Fencepost, including a lot of short "volunteer needed to fill role x" pieces plus other articles informing participants of various things they needed to know to be ready for the Burn. I also wrote a few longer articles reflecting on aspects of Burner culture. In addition to this writing, I regularly suggested edits to articles by other writers, occasionally posted our articles onto the website, and shared important ones on our Facebook page and associated groups. I attended two in-person planning meetings (one in mid year and one on the Paddock). I believe we all did a good job on the newsletter this year, particularly in adding some reflection and commentary pieces along with the urgent notices. But we sometimes struggle to get all participants to read the information we share, some of which they need to know for the wellbeing of the community. Ultimately we cannot force everyone to read our notices.

#### **By Jo Legutko:**

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I have been volunteering as the Kiwiburn Newsletter (Electric Fencepost) writer for a year now. I write, review and publish articles. The job involves:

1. *Deciding on articles for the week:*

- a. The Communications Facilitator has announcements or news from ExCom
- b. Looking at hot topics on our Facebook page
- c. Checking international developments at other Burns
- d. Checking our inbox.

This has been a good and smooth process for me, but I think Julia carries a lot of the stress of chasing people on the ExCom side for decisions and announcements. I have tried to shift the timing to be earlier in the week, with mixed results - we are not doing a late Monday night crunch anymore most times, but it still isn't as timely as I would like. I like to start the process with an email asking for articles, but that sometimes falls flat so I am excited about moving this to Slack.

2. *Writing Articles:* This is done by Tris, Julia and me picking articles from the list and writing them into a shared google doc. I generally take the approach that I will write whatever is left, and I write around half the articles or more. I enjoy this process and I think we have the language, length and tone right now. I have really enjoyed injecting my personality into the articles and I appreciate feedback from Julia and Tris in the review process, and community members who read the articles who enjoy the tone and humour. Very happy with this.
3. *Finding photos to go with the articles:* We have now honed the process well in terms of writers supplying images when they write, and if not the publisher finds something. I am a little concerned by my own use of images which I am not 100% are ok copyright wise - I know that I could use creative commons images but they are much more limited. I would like more guidance on this. We often use Kiwiburn images and the Google Drive with the photos has been great for this.
4. *Reviewing articles written by others:* The review process is swift and everyone always gets on it quickly. This works well. We have the language down now. Happy with our progress.
5. *Publishing articles on the site:* I do the publishing most weeks and I have a good routine which means that this can take a half hour to an hour now. I have had a few weeks off which allowed Tris to step into the publishing and remember the steps which is good for our continuity planning.
6. *Final Review:* This step has sometimes got missed so I would like to highlight this. Once I forgot to publish, another time I used an inappropriate image. I think we could formalise this check more.
7. *Automated newsletter is created and sent to the mailing list on Tuesday morning:* This goes smoothly. I would like to be able to write an introduction tying together the themes and changing the text each week - at the moment it's automated with no intro.
8. *Some articles are highlighted on social media:* I don't do this at all (I am social media deaf) but I know Tris and Julia look after it. I feel we should focus on making more strategic decisions about which articles to highlight and have a plan for how to do it more.

Altogether, it has been a great year where 3 of us got into our new roles, got confident and competent and streamlined the production and made the newsletter fun and interesting.

**Recommendations / Improvements for Next Year:**

- Planning further ahead to tie in themes, blogs and articles in a strategic way.
- Getting more tied in with the social media strategy.
- Having strategic goals for the year (like increasing volunteer involvement) which are used to drive the shape of the newsletters.
- Some small improvements in process can still be made to make it run smoothly and efficiently, like starting sooner and having an explicit check on Tuesday morning.
- Having an intro to each newsletter.
- The team works well and I feel appreciated and supported. I like the role very much and hope to retain it in the longer term!



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## **e) Media**

No Afterburn report was submitted this year as the role is currently vacant.

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

No Afterburn report was submitted this year, refer to Communications department report for further information.

## **g) Social Media by Shelley Watson, Kat Robbie, Julia Damrow and Margaret Kramer Social Media Team**

No Afterburn report was submitted this year, refer to Communications department report for further information.

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

2021 was a productive year for the Web Team, with many new developments underway to help support the continued growth of Kiwiburn through smart use of software and technology. As Kiwiburn has continued to grow, so too have the IT needs and data needs of the organisation - which led to the establishment of an IT Review team in early 2020, who were tasked with review of our organisation's IT needs with the goal of implementing an Event Management System and a Volunteer Management System. Many thanks to the people who gave their time and energy to this process, which proved to be significantly more challenging - and at times disheartening - than we'd anticipated.

### **Event Management System**

Our IT Review team started by getting in touch with all Kiwiburn departments to survey their data management requirements, and compiled this into a list of desired features. We then looked for potential software providers and evaluated over 50 different systems through trials and guided tours, only to find that none of them suited our needs. After six long months of searching, it was difficult to accept that we wouldn't have a system in place to help run Kiwiburn 2021. The Web Team threw together a last-minute rudimentary spreadsheet system for fielding and sorting Onsite Volunteers, and through this process identified a databasing tool - AirTable - that looks promising for developing our EMS. And indeed, we've already started the process of building an EMS/VMS in AirTable to help organise Kiwiburn 2022 (which will be discussed in next year's Afterburn Report). So, even though 2021 was disappointing from an EMS/VMS point of view, we are very happy to have made progress towards fixing this for next year.

### **Systems Administration**

The Web team continued with its role of supporting systems administration across Kiwiburn, which entails mostly administration of Google Workspace (formerly GSuite) and related tools. This proved to be quite time consuming, especially with regard to managing access to shared inboxes, and a better system for managing email access needs to be developed for future. Due to the increased demands on this side of the Web role, we suggest bringing onboard new web team members and processes to manage this part of the role long-term.

### **Website**

As our website underwent a big overhaul in December 2019, there wasn't a lot that needed to be done to the website this year, other than the regular updating of content and software/plugins. As a result of COVID changes, we had a lot of content to update and communicate, and this went smoothly. The website was again instrumental in helping organise and create the Event Guide for Kiwiburn 2021, and this job was again undertaken by the Web Team (in collaboration with the Event Registration Coordinator). Now that the new system has settled in and is proving useful, the Web Team can step back from this role in future years, handing the reins for the booklet back to the Event Registration and Design teams. Some



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students from Victoria University of Wellington's Master of User Experience Design (MUXD) program were put in touch with us and completed their university projects on the Kiwiburn website, looking into the usability and layout of the site. They sent us their completed reports which included suggestions for potential improvements from a non-Burner perspective, and these suggestions will be taken onboard by the Web Team for future improvements.

### **Website Usage Statistics**

One of my favourite parts of the report is the stats, so please bear with me while we geek out:

- Over the 12 months to 31/03/2021, the website was visited by 43,600 people (an increase of 4,350 - or 11% - on the year before)
- 34,500 of those visitors were based in New Zealand (a huge increase of 33% on 2020, when 25,850 visitors were NZ-based)
- The average website visit lasted two and a half minutes, the same as 2020.
- On Saturday 3 October (ticket sales day), the website was visited by 2,700 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)
- More people are using their phones, with 68% of website visitors on their mobile (up from 63%), 30% on desktop computers (down from 35%), and only 2% on tablets.

All this goes to show is that the website is still a hugely important tool for Kiwiburn's communication, and its use is continuing to grow alongside the growth of the event.

### **Budget and Recommendations**

The website continued to come in on budget, with our only major expense being the website hosting. For the future, I recommend that we increase the size of the website team to help cope with the increased demand for all things IT, not just web stuff. It was, at times, challenging to keep up with the amount of work required and this is unsustainable. The development of the EMS for Kiwiburn 2022 will also require extra hands for both the construction and the ongoing maintenance, and the systems administration needs continue to grow. Growing the web team will help ensure redundancy and availability, as well as allow us to take a more proactive role in helping improve the technical capabilities of the organisation. Specific areas for improvement include: graphic design of the website, systems administration tools and processes, internal communications and shared inboxes, security across the organisation, and of course the all-powerful EMS/VMS currently in development.

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## VII. Crew

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

#### Crew Performance

We met together in person after recruiting some excellent new team leads to discuss how each facet of the Crew Department should function, something that had not been done in a number of years.

We created the “recruitment process” flow chart to use as an organization-wide tool to help people understand how the process of recruiting volunteers to different positions works and who is responsible for what. We began developing the Care Bear initiative (working title) as a means of better taking care of year round Kiwiburn crew members. This lost traction due to timing - we felt trying to roll it out as everyone was focusing on building up to the event wasn't going to be helpful. Things have slowly started building up again now that we are past the busy time of year.

#### Training

In terms of training, we onboarded a new and very competent Training Lead however with the Covid situation, as well as crew being busy and resources, in person training did not occur in 2020. However, Training Lead was able to research and successfully develop a number of training tools for onsite volunteers, as well as possible online, cost effective learning tools for year round volunteers. By far the highlight was our effort (combined with other departments) to try and find a volunteer management software. This took approximately 9 months of sifting through every conceivable people management software on the market, only to settle on more of an event management software which turned out to be out of our price range. There was much disappointment from the Volunteer department. However since this time we have begun using a free software called Airtable and this appears to be an effective solution to a number of ongoing volunteer management struggles. SWAG was taken over by long time Kiwiburn volunteer Jaz which was delightful as they could be left to their own devices and managed this seamlessly. As Crew Facilitator, I was very impressed with the capability, skill set, motivation and general personality of all members of the Crew Department who are returning for the next event.

#### Resources

Kiwiburn has never failed to provide a plethora of resources if you know where to look. I have found that the workload and intensity produced by some volunteers makes the job overwhelming at times. The pressure and expectation this puts on other volunteers who are more than capable of doing the job they have been asked to do I feel is unreasonable. I do feel supported to do the role, however I don't always feel supported or comfortable making boundaries for that role. I think management relaxing a little and realizing that we are all volunteers and this should at least be a little bit fun could help role functionality. Since last year we've had so many more awesome volunteers in leadership positions!

#### Budget Analysis

Whilst Swag is centrally coordinated and approximately \$6.6k (excl GST) was spent on SWAG across all of Kiwiburn, each team reports its own spend against their individual budgets for Swag. Total Swag expense may change in the coming months to accommodate care packages or gifts for crew.

#### Recommendations / Improvements for Next Year:

- Further expanding on training possibilities.
- Further progressing the Crew Assistance/ 'Care Bear' initiative so the crew feel fully supported and burnout is avoided as much as possible.
- As always, there are things to tweak regarding the recruitment of volunteers and communication around this. Hopefully this year we will be able to build ongoing volunteer profiles into Airtable and back log the data we can get a hold of regarding previous volunteer experiences. This should make the volunteer recruitment process and overall experience better.

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**b) Crew Assistance / 'Care Bears Initiative' by Immacolata Conte and Wayne Verkerk, Crew Assistance Co-Leads**

No report was submitted this year

**c) Crew Processes, N/A**

No Afterburn report was submitted this year.

**d) SWAG by Jaz Hunter, SWAG Lead**

No report submitted this year

**e) Training by Kevin Shepherd, Training Lead**

**Crew Performance**

We held 3rd Party First Aid and CIMS Training pre-event, with a positive response from the attendees. Working on continual assessment & improvement through 2021. This was my first year as Training Lead. I had good support when needed. I needed to attend the event to get a site picture as the event is significantly different to BM. I will continue with my assessment of the training needs - TNA Training Needs analysis.

**Budget Analysis [provided by Finance]**

- *There is no budget allocated to the Training Lead as the Training budget of \$4,350 is instead split across and contained within various individual Team budgets and covers both training (CIMS, first aid, STMS Traffic, etc) as well attendance at conferences (these didn't happen in the current year due to Covid cancellations),*
- *Actual expense this year on Training was only \$385 (versus budget \$4,350) due to the strategy of reducing costs because of the uncertainties that there could be a possible cancellation of the event due to Covid, and in addition wherever possible we utilised courses that were free of charge to non-profits. The \$385 spend comprised \$260 on Traffic Controller course and \$125 on a First Aid renewal*
- Allow for costs for future 3rd party Training and Hall rental

**Recommendations / Improvements for Next Year**

- Rangers Radio procedures CBT Authored – needs testing & hosted on Google Classroom
- Purchase of specific resources
- Recruit an Assistant Training Lead
- Add Training drop-in day to the calendar
- Future Zoom recording of Kiwiburn information sessions
- Allow for costs for future 3rd party Training and Hall rental

**Event Info**

- Attended several Rangers & Worksite inductions - Very positive outcome
- Signposting Information at gate can be improved – A3 Printing is too small suggest canvas signs in metal frame moved closer to car lanes for updated Covid/Other event info
- Note – during a gate visit the 240V extension was cut by a tractor cutting grass – suggest the cable be moved to the fence line with highlighted fluoro warning signs
- Gravity Sucks training – dumb ways to die to be highlighted – Cliff/River
- Safety - access to the Effigy for a safety review was stressful for the build team. Noted that fuel was not stored as best practice. Suggest a secondary containment in case of fuel leak.
- Would recommend that a "safety" team be given access and the authorization to access build site(s) site at any time

- Safety: noted during burn night that raw fuel was used – raw fuel only to be placed once all personnel have left the burn site and then only by a pyro and safety representative to prevent inadvertent ignition by static or other means. Raw fuel fumes will follow the least resistive path, which may be into the nearby spectators.
- Safety LPG Flame effects - e.g. the MPW vehicle a “scrutineering” check should be required for design & connection of LPG flame effects. I have investigated LPG safety fitting courses and have found them long and expensive – will continue to assess options.
- Safety General – recommendation - Items with a high degree of perceived “danger” -Gravity/Height/Mechanical/Flame etc. suggest duplicate independent sign off from 2 independent nominated Kiwiburn staff.

### **Upskill Training**

- Mental health training – Training Lead will be attending a Government Private Training
- Establishment workplace mental health course October 2021 – no cost to KB
- Training Lead now recertified with St Johns at 2 day First Aid – no cost to KB

## **f) Volunteers by Bel Catcheside, Volunteer Team Lead**

### **Volunteers 2IC Zoe Brock**

#### **Crew Performance**

The Volunteer Team consisted of two humans: one from August 2020, with the second joining in November 2020. The roles were split between year-round crew management and onsite role management. The team replied to volunteer emails and forwarded them on to the respective departments/team leads e.g. Gate, Greeters etc. We also managed the KB volunteer opportunities web page such as uploading job descriptions, as well helping out with miscellaneous tasks.

#### **Resources**

Managing our volunteer data continued to be a struggle this year as we solely used an excel spreadsheet and the volunteer gmail account. This gave us a very one-dimensional view of our volunteers (e.g. we didn't have the ability to check whether people were seasoned burners or volunteers; whether they had specific skills/interests/experience that they could contribute; whether they had a ticket to the event; their time availability etc). The information flow was especially uni-directional with the onsite roles. Team leads were forwarded a volunteer's email but we were rarely able to close the loop to know who had been settled into a role. As the event neared we would manually check in with team leads to see what their volunteer requirements were. There was no central data repository to see who needed what. It often seemed like the left hand didn't know what the right hand was doing, despite the effort by all for regular email communications. Some team leads managed their onsite shift rosters via excel spreadsheets, and some used free online solutions which enabled volunteers to have a little more autonomy and visibility in their rostering. Again, the multiple systems amplified the disjointed data processes and lack of information flow.

An IT review team was formed early in 2020 to look at various volunteer management software solutions, including what other burn events are currently using. Many online systems were reviewed, and we shortlisted half a dozen of the more promising ones. We arranged online demos with the various software companies (mainly based in the US or Australia) to see how their respective systems might work for us. As we ventured further down this path we realised that, ideally, an event management system would also integrate our Theme Camp, art and early entry processes (and possibly our ticketing). So the search began again as we widened our scope to include holistic event management systems. One particular solution stood out and we delved into it before we received a quote which ruled it out as cost prohibitive. Ironically, it also lacked the all-important volunteer management functionality, although the developers promised that it would be delivered in early 2021. In December we identified a database solution with

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loads of potential for us, and we subsequently used the google forms volunteer sign up sheet to populate it. Team leads were then able to select their team members from it, with visibility by all about who had been snaffled and who was still available. It is anticipated that we'll continue with this system for 2021, and plump it out to suit our needs.

- Although our digital records are sketchy at best, we had no less than 708 volunteers. These included our year-round crew and the onsite volunteers. There were 402 people who signed up online, and of these 306 either had a ticket or were in STEP. From this, 35 people were assigned to a volunteer role. These numbers are likely inaccurate, but they certainly highlight that we had lots of people putting up their hands (especially after the ticket holder volunteer drive) which we weren't able to convert into actual volunteer assignments.

#### **Budget Analysis:**

There was a \$2,120 budget associated with the volunteer management team including \$2,000 for the monthly fees for Volunteer Management System software but this was not spent as a suitable solution was not found so the only cost this year was AirTable fees of \$125, however this may change in the coming year/s as we explore event/volunteer management databases.

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

- It is critical that the volunteer management team has adequate software/database tools to ensure that we are matching volunteers to teams, that there is data transparency across all teams, and that information is easily able to flow in and out via a unified channel. This will not only provide a better service to our volunteers, but also establish a solid foundation that we have confidence in to expand our volunteer contributions.

## **VIII. Infrastructure**

### **a) Infrastructure Department by William Loppe, ExCom Infrastructure Facilitator**

2IC Karin Turnage

#### **Crew Performance**

KB21 was my first year as Infrastructure Facilitator and never attended Kiwiburn before. I got on board in September and a number of key teams still needed to be pulled together so baptism by fire would probably be a fit for purpose expression to describe my experience. Fortunately key teams like MPW, Kitchen and LNT had established empowered crew and strong processes in place to run the show without any of my input, which allowed me to focus on staffing Planning, Traffic, Sanitation (new) and Crew Support (new).

Site Office has reliable established processes and really only needed experienced staffing. I was lucky enough to have Julia (Comms facilitator) stepping into the lead role with ease.

MPW performed well in their Business As Usual activities, safely, efficiently and within budget. COVID related expenditure restraints created some frustrations last year but I think that Kiwiburn is fully intending to spend further CAPEX this year. Improved communication between myself and Nan (MPW lead) will be of the essence in that regard. My personal front of mind at this stage is power supply from the grid and improvements to the MPW yard which currently has a terrible workflow, with the working area being too far from the containers. Options include moving some containers that don't need regular access, in order to free up space for a sheltered semi-permanent working area, or moving the yard altogether in a new location. I would like to investigate the ins and outs of moving the yard closer to services (power and water) alongside the main access road, outside of the event site boundaries, helping at the same time with wider Town Planning space issues to accommodate growth.

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Kitchen was also a self driven success. Similarly to MPW, COVID related capex expenditure restraints created frustrations but I will actively support investment in the kitchen this year so Mel and her crew can keep providing the crew with the love and energy that is at the heart of the build.

Town Planning and Traffic suffered from the lack of established practices and processes. Town Planning is a very demanding role, explaining a high turnover rate in the past. Streamlining their processes and interaction with Theme Camps (arts) is of the essence for the perennity of the role. Luckily this year we've had unconditional dedication from the team with Kirsten stepping into the lead role for KB22. The need for a surveyor during build is obvious, a JD needs to be created in that regard. Large "general camping areas" such as the bottom paddock are in my opinion against the very spirit of the event, KB22 will hopefully be an experimentation ground for a new masterplan layout.

Traffic needs written down processes and continuous improvement. We've learned a lot this year (from scratch), just need to take it from there and step things up. Parking is a thing and can't be left to improvisation, I would suggest it to be integrated to the gate/greeters workflow.

Leave No Trace did an excellent clean up job and the crew dedication is unequivocal. I feel like they could use more support in the education side of their role and year round comms with the community - watch this space.

Sanitation was one of the new teams for KB21. What was initially a last minute experiment turned out to be an unequivocal success largely thanks to the dedication of Floyd the team lead and great support from his co-lead. We'll be re-procuring portaloos rental and servicing making sure we get value for money for one of KB's largest contracts. Compostable toilets are in the cards, as well as further pushing team identity a bit further than the standard SWAG approach.

Crew support was a trial that received mixed feedback. The physical and mental support provided was appreciated but in my opinion, in insight, could use more planning and infrastructure, and a stronger proactive mental health support. This was identified ahead of the event as a prerequisite in the lead JD but we never had the chance to fill those shoes. We'll have to keep our eyes peeled for KB22.

### **Recommendations**

- Keep on pushing team leads to understand, rationalize and **put down on paper** their processes so we can improve on it year after year.
- 2022 will be the year of CAPEX investment. If we want to grow we need to step up our game in that space.
- Smart procurement and early engagement with our key service providers

## **b) Kitchen by Melle van Heugten, Kitchen Team Lead**

### **Crew Performance**

I had a team of wonderful volunteers with a wide range of skills and backgrounds in cooking. I did this intentionally to create a space of learning, teaching, sharing and upskilling, and was very pleased with the results! My team of 11 did a wonderful job feeding the crews. Everyone was passionate and enjoyed pitching in their skills, and teaching and learning from each other. The shift times and roster worked well once it was set up, and was important to encourage everyone to have down-time, which allowed work levels to be well maintained. The number of volunteers that we had was perfect to allow 2 shifts a day of 4 people per shift, while 2 would have the day off to spend together, developing friendships, running errands in town, creating paddock art together, visiting and helping out other crews, helping with crew support runs, delivering snacks, resting, going on adventures e.g. beach, highlining or rock climbing, and sometimes just getting off the paddock for a breather. I found this to be incredibly important for my crew in



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terms of their mental well-being, and to maintain their passion when they were back in the kitchen for their shifts.

### Resources

KB21 was my first year running the Kiwiburn Kitchen, after working for one year as a kitchen volunteer under Bek Stewart at KB20. With the experience and training that I had, I gave it my absolute best and learnt a lot along the way! I certainly have many areas that I want to improve on, and I look forward to being able to refine and make the process smoother in the coming years. The support I received from everyone, including Bek, the EM team, my kitchen crew, MPW, and everyone else onsite collectively made the kitchen a success. I could not have done it without everyone's support and wisdom. We managed fairly well with the kitchen infrastructure that we had. The larger chiller was incredibly helpful, and the rest of the equipment was also well used (i.e. there is very little excess/unnecessary tools). In saying that, there may need to be some upgrades of the gas cookers in the coming years as they do not tend to last well, and we were starting to have some problems. This most likely won't need to be addressed this coming year, but something to note for future.

### Budget Analysis

I have not yet received a final budget breakdown for the last event.

*[Treasurer's Footnote - Kitchen came in at a total cost of \$20,250 which was \$6,095 under their budget of \$26,345 . The reasons the Kitchen costs were below budget are because (1) we built a significant contingency into the budget because of uncertainty over the potential for Covid to impact catering requirements, (2) careful food budgeting by Mel [thanks Mel and the rest of the team for beautiful food and great service and under budget to boot! ], and (3) there was a guideline to reduce spend on plant and equipment etc due to the risk of a Covid potentially resulting in the cancellation of the event.*

*The Kitchen also managed the food & beverage aspect of Crew Appreciation/Support in terms of snack runs for build crews, crew party, etc as well as the Community BBQ - both of which were budgeted separately*

### Recommendations / Improvements for Next Year:

In future, there are a couple of things that would help to make things run more smoothly:

- Access to the full budget early on (or even in set amounts as weekly installments) would go a long way in allowing the kitchen to function with a backing of bulk basic supplies from the beginning. This would reduce the number of town runs needed, and therefore time, money, and petrol.
- The Neighbourhood BBQ numbers need to be confirmed earlier (more than 2 days out) for catering purposes. Or perhaps they can be capped at a certain amount? We need to be able to plan, buy supplies, liaise with our local suppliers, and have everything prepped and ready to go with plenty of time, as we are still serving regular meals to the crews in between.
- More safety equipment including heat shields for the marquee walls, multiple fire blankets AND extinguishers, and a kitchen-oriented first aid kit with burn cream & blue or brightly coloured kitchen plasters.
- Purchase of an oven and potentially also an electric cooktop. I have more information about these to write up in a budget sheet if necessary.
- Develop and action the volunteer schedule earlier to prevent burnout of volunteers (especially those who arrive at the start).
- Avoid taking on volunteers that have been festival hopping over summer, as they are tired and easily burned out (this was the plan this year, but due to COVID it was difficult to get enough volunteers that fit this requirement. Hopefully next year will be better!)



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### **c) Crew Support (on site) by Tamati and Michelle, Crew Support Co-Leads**

After running the space for the two week period leading up to the festival the following feedback can be given:

Things that worked:

- Padded flooring was great.
- Mattresses and cushions.
- Good location; connected to nature (view of forest) but still accessible.

Things that could be improved:

- Tent could be bigger or combined more fluidly with the other common area. i.e: stretch tent with padded floor for yoga (no smoking, shoes or alcohol) and marquee with couches (no smoking but shoes and alcohol welcome).
- More fabric for draping.
- Have a tea station and/or cold drink options.
- Space be available during the festival.
- Clarity on the budget allocated.
- Clarity on when crew support need to be off site.

Thanks for everyone's hard work in creating a wonderful festival! To an even more magnificent and fluid time next year.

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

LNT 2iC Kymin

#### **Crew Performance**

This was my second year as Leave No Trace team lead, and I feel things went pretty well, and better than the previous year. Couldn't have done it without 2iC Kymin Kaos and all the LNT MOOP Crew volunteers – big thanks. Compared with last year, there was much less MOOP about the Paddock, which is a most positive reflection on the Kiwiburn community.

In the lead up there was some anxiety about not having enough LNT volunteers (we were aiming to secure a crew of 10 but could only muster 6) but additional volunteers found us on Exodus Day and in the end we secured a core team of 9 and got the job done in less than 3 days. Many additional burners joined us just to help out on Monday afternoon before leaving to join the Exodus queue and this was a massive help. By days end on Wednesday we had completed line sweeping of all three paddocks as well as Forest, River, Gate and Greeters, and attended to all the individual MOOP hotspots which we had flagged for special clean up and recording. Last year LNT recorded 51 individual MOOP hotspots, this year we recorded only 29, a noticeable improvement. For the second year we used the MOOP marker flags and handheld GPS to record MOOP locations, this method again proved to be an easy and accurate one that worked well.

All parts of the site were left pretty clean and reasonably MOOP free. Because there were compost collection stations this year there was a most noticeable reduction in food scrap MOOP left about the Paddock (especially on the lower Paddock which last year was a food scraps MOOP nightmare). Thanks Sustainability Team for setting these up, I hope that we can continue having composting stations at future Kiwiburns. For the first time Leave No Trace dealt with two MOOP hotspots which we suspect might have been deliberate 'MOOP pranking'. These pranks were inappropriate, not funny, and only wasted MOOP crew's time. You know who you are and what you did.... \$#@% you!

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While onsite Leave No Trace was well supported by Nan and the MPW crew and were kept well fed and watered by Kitchen crew, many thanks. The last of the LNT MOOP crew all left the site by lunchtime Thursday 4<sup>th</sup> February.

### **Budget**

Leave No Trace volunteers got nice embroidered trucker caps as swag this year, these were gifts and the cost did not come out of any Kiwiburn budgets. LNT spent only \$90 this year, on 10 new MOOP sticks @ \$9 each which were much needed items. Costs for these new MOOP sticks came out of the \$270 LNT budget. Kiwiburn now has a total of 14 serviceable MOOP sticks.

### **Recommendations/improvements for Next Year**

More volunteers! The Leave No Trace team really needs a minimum core team of 9-10 persons post-event, but more is always better and more volunteers makes for a faster clean up. The LNT team should again make the most of all the extra help that is available on Exodus Day before Burners leave site – the ‘on the spot megaphone recruitment method’ worked well this year, we will do this age.

Increase LNT / MOOP crew presence on site during the event! There is a place for a dedicated Sustainability/Leave No Trace Theme Camp at future Kiwiburns. Until such a time as one is able to be established, we need to make better use of the existing Centre Camp/Town Hall space as a LNT hub.

A Leave No Trace volunteer patch would make for some nice LNT team swag. Anyone with design skills want to have a go at designing us a patch?

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

Team Lead - Ronan Lovell-Smith, Co 2IC – Xanthe Naylor, Co 2IC – Bing Crosby + 14 MPW crew

### **Crew Performance**

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MPW arrived on site on the 6th of January and proceeded to open up the containers and prepare the site for the arrival of the Effigy and Temple build crews. This year's dates were the earliest build crews have been allowed on site so we had less time to get the site ready than usual. This involved setting up the Site, Ops and Admin offices, Kitchen, communal eating area, Crew Support and crew lounge hang space. We also set up power, water, shower and cleaning utilities. Once the build, kitchen and ops crews were on site we also helped to facilitate their work as best we could.

We then began to set up the Kiwiburn Services like Gate, Depot, Greeters, Medics, Rangers, Centre Camp, Artery, Sanctuary and prepare the site for participants to arrive. This year we also had the new event of the neighbourhood meet and greet bbq to help organise and facilitate. This included building a mini effigy which upon burning one veteran kiwiburn volunteer exclaimed 'that's the best burn i've ever seen in my life'. This was a great project for MPW to be involved with and gave us a creative outlet to have some fun with. The site also got a bit of a colour with a few new murals painted and spotlights lighting up the forest.

MPW held events during the festival as well as working at least one 12hr shift each while maintaining a strong team spirit throughout. We then helped with the exodus of participants from the site and proceeded to pack it all back into our 7 containers. This was a fantastic year for achieving our goals on a daily, weekly and overall basis while working well together, looking after each other and helping people level up with skill sharing. The last MPW members left the site on the 7th of February.

Everyone was given a site induction upon arrival and made aware of potential hazards. Safety was talked about regularly during our morning meetings and crew members were given any individual tool training they required to help them complete their tasks. We also had group training sessions on the use of things like generators and the diesel bowser. New hazards or issues were written on the board and discussed during meetings. The training was very effective with another year of no major accidents or injuries. People left the paddock with new skills and gained confidence. Everyone turned up for their shifts. Ideally these would be shorter and we would have no double shifts (including four people who had other non MPW responsibilities during the event) but we would need at least 20+ crew for that. We could try to source volunteers to help during the event, but ideally they would be people with previous MPW experience.

## **Resources**

We all enjoyed our experience and have discussed how to make improvements for next year and committed to more communication between us both during the year and once on site. More admin/site office support with researching/ordering/printing would be helpful, they were very busy with other stuff this year. More support from crew support as MPW crew were quite often overlooked for snacks and massages etc. Better communication from team leads – ideally everything has been communicated before we arrive on site, makes our job a lot easier. More help with the admin side of MPW including help with whiteboard maintenance and note taking. More massages for us all. A dog. This year was the most returning volunteers MPW has had since I've been team lead. More returning crew helped with training and the speed in which tasks were completed. Also boosts morale and team spirit when more people know each other.

## **Budget Analysis *[Added by Treasury]***

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*Due to the uncertainty over Covid and its potential impact on the event and even cancellation of the event, it was determined (and budgeted) that we should minimise expenditure, and defer non-critical asset purchases. Yet even with that reduced level of budget, MPW were still able to come in even lower than that reduced budget and still have all the infrastructure in place and functioning for the event without mishap - thanks Nan and the MPW crew - great work!*

*MPW's total budget was \$41,325 and actual costs incurred were \$36,547 so \$4,778 under budget. There were a mixture of over and under budget variances as is expected each year as the actual materials and maintenance required is not known until MPW are on the Paddock, containers are unpacked and the condition of buildings and equipment can be determined, and an assessment of the physical site's condition can be undertaken.*

**Overs** - An additional water tank, fittings and water purifiers costing \$1,200 were installed but were not budgeted for, Marquee hire incurred an extra \$1,500 of dismantling fees not budgeted

**Unders** - \$1,800 of ATV hire budgeted was not incurred, forestry work costs were \$1,000 less than Budget, building materials and fittings came in \$1,000 under budget, tool expense/replacement was \$1,500 under budget, and Paddock lighting was \$2,000 under budget. [end of Treasury notes]

For the future EVERYTHING we needed to run the site set up. More batteries, more tools, new medic building, more improvement for looking after crew while onsite including more portable speakers, better shade solutions etc. Greeters' solar solution and potential office solar solutions which would lead to less fossil fuel reliance. Investment in more blackberry destruction and creating more usable space in the yard.

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

- First Aid training. I bring this up every year and every year nothing happens so I would really be keen to see some movement on it this year. The more we train and up skill our volunteers the more they will get out of their Kiwiburn experience and the more likely they are to keep coming back
- Have a working bee during the year – finish shower, move some containers to a new location, build shade work area in the yard, investigate new water solutions
- Retain volunteers as much as possible
- More swag options/appreciation for MPW, Ops, Site Office, Kitchen. These crew can be on site for up to 5 weeks and they receive the same swag options as people doing a couple of 4 hr gate shifts
- Better gas network solutions and oven for the kitchen
- Better drainage solutions for shower and kitchen – catch food scraps and try to kill odors
- New crew eating/hang area. Try to combine space and make more welcoming for new crew arriving on site

#### **f) Sanitation Lead by Floyd Driver, Sanitation Team Lead**

##### **Sanitation 2IC Zach Salisbury**

##### **Crew Performance**

Sanitation is a new team. I was only appointed lead in December - less than 2 months before the burn. Fortunately there was a list of willing volunteers for me to pilfer and some directives from the Infrastructure lead and Event Manager. I had to wait till after new year to appoint my 2ic Zac Salisbury who was incredibly influential on the shape our team took. I don't feel that we were that effective in a practical sense (ie... we didn't clean up any actual poo) but what we did was bring a sense of responsibility to something that everyone does....Defecate. The mere presence of the Sanitation crew along with posters in the portaloos made burners more cognizant in the toilet environment. The fact that some other burner was giving their time to make their defecation a better experience brought a sense of ownership to what normally becomes a scene of despair. Having a good ratio of toilets to humans was also key (1:27)

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Sanitation training occurred as the volleys hit the ground running on their first shift. It wasn't rocket science but 2 main items were deemed most important... personal safety and FUN. Volunteers would be taken to "Bubbles" the shipping container we were based out of. There they would be fitted for gloves and apply sunscreen while listening to the lead babble about house-training a baboon. Procedure was explained at the first toilet block. I think it was key that the shift lead stayed with the volunteers as much as possible.

Our team was for the most part fantastic at toilet surfing. They were expecting a lot worse and so were pleasantly surprised when it wasn't too gross and so they really enjoyed themselves. I think it's key to pretend it's the grossest job in the world and if a volunteer is still keen then they're the right person for the job! At first we envisaged the sucker truck coming through in the middle of the day, so doing a morning shift and an afternoon shift of about 2 hours each. By the second day we'd re-organised our morning shift to start about 1pm where the sucker truck had started at 8am and clean half the toilets. The afternoon shift then started at 3pm and cleaned the other half. This took about an hour and a half per shift which was good for the volunteers. Shift hand-over between lead and 2ic was accompanied by a shift report.

### **Resources**

The team's original budget was \$200 for materials and \$100 for swag - the cost of hand sanitiser and dispensers was budgeted separately as part of the Covid contingency costs. We were initially faced with trying to purchase PPE from an original materials budget of \$200 and swag budget of \$100. After Christmas Sanitation was awarded an increase in the materials budget to \$500 and I could focus on buying what I perceived was necessary. We overstocked on many cleaning items but they will be used in future burns. I then got so busy I forgot to order the swag. Thanks to Jasmine having us covered with crew mugs. One of our duties was to ensure the IBC tanks at the top of the hill were kept filled with water for the sucker truck to use. I felt great support from the site office crew. I'm thankful to William for taking a great chunk of his build time to drive us around placing sanitiser units. Keegan was also really easy to work with. It was a bit weird not to be considered part of the crew. Money Daddy did express much sorrow and I understand it was mere administration but I feel the event management can do better to be inclusive. Having use of the crew shower was a bonus though.

### **Budget Analysis**

Sanitation spent approximately \$477 (budget \$500) on general materials - We bought an abundance of washable wipe cloths, rubber, latex and vinyl gloves in medium and large sizes, plastic face visors, bucket and mop, brush and pan, black rubbish bags, packing tape, 3 sturdy PVC aprons, 10 liters of concentrate disinfectant, 6 meters of 4 x 2 treated timber to cut stakes. Donated was another 6 meters of 4 x 2, use of buckets, atomiser spray bottles, and a wheelbarrow.

In addition \$779 was spent on hand sanitiser dispensers with the cost met by the Health & Safety team's Covid19 contingency budget. The portaloos cost too much money for the service they provide - \$37,680 actual cost versus budget of \$45,000 .

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

- More toilets around the general camping zones. These were the only toilets that got close to overflowing apart from the gate toilet on the 1st event day. Maybe there could be a couple more toilets up at gate which could be moved down to effigy after the 1st day?
- There is great motivation to change the toilet system to reflect Burner principles of Civic Responsibility in Leaving No Trace and the communal effort of radical self reliance - which all

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together points to being sustainable! Even giant festivals such as Glastonbury have transitioned to composting toilets. The transition can be gradual starting with a trial toilet village in 2022

- To improve training I think having some solid procedure to keep vollies safe when dealing with the new composting toilets as well as portaloos.
- The new composting toilets will demand allocation of resources above the normal budget but we may be able to save enough to cover this by sourcing servicing of the portaloos directly.
- The Sanitation team are going to need a vehicle for their duties transporting humanure as well as cleaning portaloos... as well as a kick-ass speaker they can hear while in a plastic box at the other end of a block.
- Procedures will change with the new composting systems but we don't know how until we settle on which systems will be implemented.
- More volunteers will be needed to keep a closer eye on the new composting system.

### **g) Site Office by Julia Darrow, Site Office Team Lead**

#### **Site Office 2ICs Anna Michael (pre and during), Janette Baritski and BJ Wilson (during)**

Looking after Site Office went quite well overall. I thoroughly enjoyed the experience, and wouldn't have wanted to be anywhere else. I did find joy in helping with general problem solving, but was also busier than expected.

- Radios and batteries:
  - All phones, radios and batteries were returned. Yay.
  - Only two radios were filthy (who said security?) and a couple of clips broke, but that's normal wear and tear
  - Number of radios (60) was good, we never ran out, but all got used
  - Not pleased a whole charging station and 4 batteries were handed out without communicating to me. Charges should stay in the site office
  - Need a better plan on burn nights as radios got handed out without signing them in first, so had no idea who had what radio when. All came back though.
- Site Office 2IC
  - Anna as Site Office 2IC was a goddamn rockstar. Found her randomly as she responded to the EFP ad for Site Office 2IC and after another potential vollie let me down. Showed up never having been to a burn and killed it! She was very well informed, never complained, nothing was too much, was extremely supportive and fit right in. Up the Germans.
  - BJ and Janette were both very reliable, friendly and of great help, one perhaps more comfortable with thorough inductions than the other.

### **Volunteers**

Shift roles were drafted and communicated in December and allowed for changes based on events. This worked well. Volunteers were found through Airtable and largely judged based on level of interaction with email communications. I send an intro email outlining expectations of the role and commitment to shift and followed up every couple of weeks with volunteers. I was at Site Office more than planned, also because I was not always sure I had provided enough support and guidance for volunteers. Only had issues with one volunteer, who was scheduled as a supervisor (6hr shift) and who showed up 20 minutes before his shift to say there was an event that he wanted to do. He was asked to check back in before going but didn't. He eventually arrived for his shift over an hour late and other volunteers had to stay back to cover for him. Luckily they were very capable. He then did not follow the correct evening lockdown procedure. All others were amazing, on time and owned it!

### **General**



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We had to use personal computer equipment, which was suboptimal but absolutely necessary. Even when the old site office computer arrived, it was too slow to be of use. We loved the new colour A3/A4 printer, yay! We also got a site office heater this year, which helped. Site inductions were an enjoyable part of the role. A chance to step out of the office and have fun, as well as ensure the right info was being disbursed. Personal space was a bit of an issue with some peeps setting up shop in Site Office. Some we minded more than others.

### **Budget Analysis**

If Site Office has a budget I am unaware of what it is. I was furnished with a \$1000 Prezzy card, which was mostly used towards crew support stuff (read appreciation booze), kitchen miscellaneous, some Site Office items, such as whiteboard etc. and a broom (which went missing after two days. Who has Daphne? I mean, I put a damn label on it), crew gifts et al. I was unaware I was supposed to sort swag as I never received any as Site Office 2IC last year. Got together with EM and sorted 4x singlets #sideboob. All others got a patch.

*Added by Finance*

*Site Office actual spend was \$2,328 versus budget of \$3,120 comprising \$2,000 office supplies, \$500 fitout and furnishings, \$250 telephone & internet, \$150 food & beverage, \$100 tools, and \$120 swag*

### **Thoughts on Improvement**

- Lists of things to do for volunteers
- Explore/check where charging stations are needed and distribute (Site Office Lead to decide)
- Better system for managing radios is needed, especially during burn nights

## **h) Town Planning by Angela Lin and Kirsten Hauschild, Town Planning Co-Leads**

### **Town Planning Map Design by Tany Caseanu**

#### **Crew Performance**

It was the first time on the crew for all of us. Both co-leads met online with the previous town planners, which was very useful. Infrastructure requested that the pre-event roles were split into the skill areas, with each other to provide support/feedback. The roles were split as follows:

- Information gathering (Angela/Kirsten): Information was gathered from a wide range of internal resources, site visit, and data mined from the Theme Camps spreadsheet and Art Placements. For Theme Camp information this role was challenging due to inadequacy of information from registrations requiring follow up with Theme Camp leads. It was too time consuming for one person to complete this task, and translating information from emails received to the town planning spreadsheet was also too slow. For Arts information, the information required was received too late.
- Spatial planning (Kirsten): The layout was created in several phases using information gathered in the first phase, and aerial and site photography (please note the invaluable gem of the 2020 aerial photo taken during Kiwiburn). Significant challenges for this role were receiving the information required very late, and lack of internal feedback.
- Map design (Tany/Kirsten): Hand drawn layers were illustrated by Kirsten and handed over to Tany who created a digital design that incorporated the poster art and aligned with the theme in style, font, and colour palette. Due to the delay in the previous phases, this put immense pressure on Tany to complete the digital maps in time for the printing due date. This also did not leave adequate time for internal review, presenting sizing issues and emergency amendments. Another challenge was the number of theme camps and art, with the influx of last minute art registrations totalling a number far exceeding previous years meaning the need to create a second map for art.

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The on-paddock planning team consisted of five members: William, Kirsten, Professor Skittles, Jay, and Michael. William led Jay and Michael with marking out the paddocks (roads and theme camps) and installing road signs, and six A1 wayfinding maps onsite which was a new initiative. The method used was via a GPS and downloaded app, then marked with a system of flags and pigtales. This was a different method from previous years and ended up being quite accurate, allowing placements to align with the map, and completion well before the event began. Professor Skittles mowed the roads in which was a new initiative and made navigation much easier. Kirsten to deal with changes and queries related to theme camps and art, and assisting with early entry locations and any queries/conflicts. The end result appeared to be a success. The energy flows and vibe felt right for each paddock, and on-paddock feedback was mostly positive. Many Theme Camps thought their neighbours fit well in their clusters. Bogan Alley was appreciated. Navigation was easy, and the laneways in the centre paddock were well used and enjoyed, which had been a risk. Comments on the top paddock noted that there were gaps, and sparse areas in places. The lower paddock overflowed with campers not associated with Theme Camps - there was a desire to reduce camping in this area, however it filled quickly.

### **Resources**

The hours required to implement all the tasks involved for town planning pre-event was extremely underestimated, partly due to the nature of the role, but also due to a new town planning crew, and many new crew members in other teams. Off-paddock we had a high level of communication and support in some areas, particularly from the Event Manager, and Infrastructure Facilitator. Upfront information and support from MPW was very beneficial. At times it was difficult to keep abreast of new information, some information felt assumed as well. As newbies it was also a case of 'you don't know what you don't know.' Other times, information was difficult to obtain. From a wellbeing sense, some crew have indicated they would have been keen to have utilised the Care Bear Initiative had it been implemented. On-paddock, support was readily available, and communication was generally positive, timely, and adequate.

### **Budget Analysis**

- Town Planning had a budget of \$770 comprising \$400 consumables, \$250 tools, and \$120 swag) of which \$718 was spent - \$252 on signage, \$330 on marker flags, and \$136 on fuel.

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

#### **Town Planning Specific**

- Additional team members for the initial role of information gathering.
- Review roles and responsibilities to ensure more equal distribution of time required to undertake tasks, and establish availability times early on.
- Request to collaborate on questions in the Theme Camp registration form.
- Guide for Theme Camps on how to accurately estimate space requirements.
- Collaborate with Arts on timelines and format of information required - earlier registration dates as much as possible.
- More internal feedback on early planning map drafts.
- Look at options to fill gaps in the top paddock.
- Options to address general camping overflow issues (also vehicle/traffic related).
- Locations for Temple and Effigy crew camping obtained at the same time as theme camp placement.
- Roads on site need an earlier and better marking system, to enable easier use by the earliest teams onsite, and reduce frustrations.
- Mapping - continue to: have a separate map for art, place A1 maps onsite, and a colour map in the guide.

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- Increased involvement/knowledge regarding existing resources, budgets, expected outputs.

#### General

- Facilitation of improved internal communication.
- Org chart was useful but needed to clearly link the contact list and which team/person was currently responsible and available for which area, as finding out an email/person responsible could take weeks.
- Clarification on early entry dates, as these were often changed and to communicate this as soon as volunteers sign up.
- Induction for new volunteers as soon as possible with clear guidance on timelines and processes.
- Incorporating Asana fully across the whole organisation or leaving it out. It becomes an additional checklisting/admin which is useful at the time, but can easily turn into an afterthought. Timeline structuring tools such as google calendar/tasks.

### **i) Traffic by Richard Niven, Traffic Team Lead**

**Traffic 2IC Adam Torrens, with significant input (many thanks) from Karin Turnage**

#### **Crew Performance**

We initially had people at the lower and Temple gate. It became clear that we only needed people at Temple gate. 2 is a good number there and an extra person can be roving on site to identify which areas are full and where non camp persons can be directed to. Radio comms worked well for this. Helping guide people where to park in rows was helpful to make sure space was utilised so maybe this could be someone's actual shift task with one on the gate in the later entry times. Perhaps could even mark out some key rows with grass spray paint otherwise if this was considered acceptable

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

- More discussions with council about times to set out signs and flexibility of sign location as some tricky to put out. Minor I know but it will help me to get a feel for their thinking.
- Prepare a standard list including the signs needed for the arrival gate assuming we use the same process next year. Be better organised for sign pick up and return.
- We might need a person roving - in particular in the bottom paddock - and state on entrance that people need to keep their cars near the road and unload their stuff then drive back out. A lot of people got blocked in so didn't move their car to the parking area which took up a lot of unnecessary room and crammed people in more. This 'Rover' then can make sure people adhere to this instruction and help place them a bit better. We had vehicles literally touching in places and guide ropes overlapping with some ways pretty much blocked off to walk from so people against the fence on the paddock had to go all the way round from their tent. I know this will happen but H&S still needs to be considered from this perspective, especially with intoxicated people
- Ensure roster fits with gate opening times and delay from opening until first people arrive after being welcomed. Meeting for a briefing at opening time with first people coming down 25 minutes later after being welcomed. Demand/need on the Thursday drops off around 6pm so we may stop the service then.
- As LL.M (Lawn Mower Master), this is also part of my brief. I will need to talk earlier with Town Planning lead and maybe also start earlier as main road indication gets early traffic going on the right path meaning campsites become more obvious without apparent roads going through them.
- It might be worth on ticket sales asking people to confirm if freedom camping, what vehicles they will be bringing or how many people are sleeping in one. If we had many more they wouldn't have fit so if the resource consent is extended or more people to Kiwiburn, this information and it being

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slightly more planned upfront might be helpful. Freedom camping should hopefully just work out but it could be made really clear in some of the comms, once lower paddock is full, you may be sleeping nearer the louder music. If you are a louder partier or want to stay up all night, you are not expected to park in the lower paddock. I was near a few that did this and I just thought they may as well be in the other areas of the camp as they had music loud and up all night so maybe what lower paddock considerations could be part of comms if this is agreed to of what lower paddock can enable for some. This might free up a bit of a room for others or might make early arrival even busier.

- It might be nice to get some of the traffic volunteers together for a meal or natter on early entry or at a certain time during the event. People may not turn up but might be nice to offer. The umbrellas and little drinks and snacks were a really delight which people doing shift really appreciated so would like to see this continue
- Have proper/decent gate signs numbered at each entrance and that could also be listed on the map. Even when informing people to take the next right, some still missed it. On the map, could have it faced the way people enter or have a you are here sign so they know which way to angle it as people were getting confused at where they were on the map and having to turn it upside down etc.
- Clear comms to traffic team sent prior to the event with a meeting point and time for everyone to attend and discuss to set expectations. If this cannot be done on site if everyone cannot get early entry, it might be useful to do an online meeting a few days prior to the event. Everyone can then meet and greet and know before they arrive some of the faces of who they may be doing a shift with.

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## IX. Services

### a) Services Department by Craig Gainsborough, ExCom Services Facilitator

#### Crew Performance

KB21 was a really challenging year for the Services team, COVID-19 placed considerable pressure on all teams within the department and contributed to a lot of extra time spent planning for the event. Overall, every team absolutely nailed their roles - which is a testament to the incredibly strong leads we have in the department.

Our Gate and Greeters teams put through an increase of 11% population within improved times - despite the additional COVID-19 processes. We had no major ticketing issues. Depot and Centre Camp ran like well-oiled machines.

#### Recommendations/Improvements for Next Year

- Overhaul Ticketing process, consulting with the community, to handle the increased demand for tickets.
- Increase communication within the Services Department between Services teams and teams in other departments.
- Explore establishing a separate Parking team to remove the task of hill traffic management and parking from the Gate and Greeters teams.
- Review Centre Camp's role on the paddock and grow its presence.

### b) Centre Camp by Kane McGillicuddy and Eddy Kerr-Hislop, Centre Camp

#### Co-Leads

2IC Dylan Armstrong

#### Crew Performance

11 events were hosted at Centre Camp this year, it was a great balance of art, culture, and SCIENCE. A few events were added post Event-Guide finalization, and thanks to all for your skills and the gift of sharing your knowledge. Arriving one day before the general gates were opened allowed a great chance to set up and be prepared, with the pallet structure built and dressed by 27th Jan. The team worked well to pull off a rapid pre-build in time for Day 1. 10/10! KB21 was smooth, especially with so many first-time burners. People really embodied the principles and I hope everyone enjoyed their time roaming the paddocks.

#### Budget Analysis

Total fit out spend was \$413.41 (Excl GST) versus budget \$990, this was used on décor and build items used inside the Centre Camp marquee. Next year we will be looking to keep this budget relatively static – A lot of gear and tools are already with us and can be brought along for the ride :) Marquee hire was \$1,135 versus budget \$1,295.

#### Recommendations and Improvements for KB22

- The Centre Camp Quest was cancelled a few days into the event, we soon realized more volunteers will be needed to pull it off properly. See all journeyers bright and early in 2022 ;)
- Potential change of build materials – Pallets were great to use for our main structure inside the marquee, they were rigid and stable, however they also take up a lot of surface area and weight when moving them around. We will be starting pre-build earlier with other materials – dependent on design. Shout out to the burn crew, Temple crew and all other artists for showing everyone the true power of pallets.

- Lost and found – We will improve the lost & found set up at KB22 and liaise with Depot. We are also aiming to cut down on the L&F haul that comes on the very last day, using more obvious signage for everyone during the week of Kiwiburn.
- More volunteers = more plans and art. For KB22 we will be looking to bring more people on-board for Centre Camp shifts.
- Thanks to everyone for making KB21 a great time, onwards and upwards!

## c) Depot by Kora Deverick and Urs Stafford, Depot Team Co-Lead

### Depot 2IC Clare Gillard

#### Crew Performance

We achieved something akin to a slick, well-oiled machine - ensuring a cool and refreshing experience Paddock-wide. *Everyone* turned up to their shifts, on time, and the Wednesday PM crew even arrived EARLY. Reports so far tell us that everyone was happy, and we are the Best Team on Paddock. All Depot crew were emailed the Manual pre-event for their perusal. It was also available in our box. Opportunities for questions were always given - especially regarding COVID protocols. All Shift Managers were returning, so they had no training needs beyond simple changes. Shift Volunteers (Shifties) were given the low-down when they arrived on shift, easy. The rejig of shift times from last year was a good change and no issues with changeovers. No improvements needed, the only question remaining is “where is the cheese?” and one suggestion for a mobile ice wagon to increase sales.

#### Resources

Kora’s experience as mostly off-site Lead was smooth as a silkworm. Slight increase in workload - mostly more comms to other Leads and Facilitators. Possibly because there were many newbies, there was an emphasis on more comms in general, also COVID. Within the team Kora (K) not only had support of the incredible Urs, but of the official unofficial 3IC Clare, who did things K couldn’t. Urs’s experience as mostly on-site Lead got less and less stressful as the event progressed (not being able to locate the Depot cash box was a *little* bit annoying), and feels the support she had was excellent - especially from Andy the Treasurer, the Site Office crew, MPW, and the Event Management team. Special shout-out to Keegan the miracle worker, who managed to either solve or mitigate every problem we had. Communication between teams was excellent, the online Services team meeting and the Leads meeting that happened on-site would be welcomed again. Our new white board was great, although we didn’t know we already had a blackboard and Kora bought permanent markers, yay. The blackboard is apparently annoying to put up so we’ll leave it at that - happy for it to be used elsewhere/destroyed. Our cash box went missing, but we found it again. It is now safely nestled in our Depot-labelled boxes where it shall remain in our custody. This meant Urs did two reconciliations each day instead of the normal one, we won’t do that again. A port-a-loo near to Depot was essential for Depot and other volunteer teams in the Services area to use.

#### Ice Sales

- Initial ice delivery was 2592 bags.
- Total number of bags sold = 2270, a slight drop from last year, but given that we had two extremely cold days, not too surprising. 149 bags went to crews before & during the event, leaving a surplus of 173 bags.
- There were a lot more pre-paid ice sales this year than previous years. As a result, we sold 503 bags on the first day, making \$2515. We then sold another 640 bags on Thursday, making \$3200. Sales then dropped due to the cold weather.
- Internal ice - this year, *all* crew teams (i.e. anyone working) were allowed 10x bags over the course of the event (last minute change), in previous years it was 5 bags for only some teams.
- The verdict is out on how we continue to manage internal ice - teams should be made aware that they have an ice allocation for when they are working.

#### Lost and Found



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Ah geez. During the event this worked so well. Post-event some things were distributed to lost souls via Kiwiburn Lost Property 2021 Facebook page, but still heaps left unclaimed. Theme Camps dealt with their own lost property (as far as we know) as requested HOWEVER - Kora ended up with a bunch of crap left outside Centre Camp. Kora has discussed this with Kane, and they hope to make a better plan for next time. Happy to reunite people/things but don't always have the space or bandwidth to deal with it post-event - see below.

### **Budget Analysis**

We ended up coming in well under budget, mostly because we didn't buy a new couch (we couldn't leave site because #covid). We did, however, buy a small second-hand fridge #onbrand. Our budget was \$600, we spent \$306, leaving a surplus of \$294:

- \$6 on office supplies & consumables (\$50 budgeted)
- \$65 on non-food consumables (\$50 budgeted)
- \$116 on food (\$150 budgeted)
- \$119 on fitout & furnishings (\$250 budgeted)
- \$0 on site maps as they were supplied by Site Office (\$100 budgeted)

In addition \$450 was budgeted for Swag but only \$368 was spent. In general, we found the budget sufficient for our needs, and would like it to stay at a similar level for the next few events. We will eventually buy a new couch once we figure out means to transport it, and there are a few other tweaks to make to our consumables.

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

- Keep up communication between teams, especially continuing those team-feels for the Services team.
- Better internal ice comms and system - punch card? Secret password?
- Create a better Lost Property plan with willing participants to take All the Things home... a Lost Property Theme Camp? Innovation Grant funding?
- Continue having a port-a-loo near to the Depot, installed on the Sunday before the event begins (when we start setting up), and not taken away until the Tuesday after the event.
- Remember to buy dehumidifiers for storage, plus some other consumables/fit-outs we forgot or broke.
- Redo our signs / make them in te reo Māori.
- Need to let volunteers know where/how to fill up our crew water .
- For ALL Leads working during the event - suggest we all get fed by the crew kitchen, even if we arrive 2 days previous, and especially if we work year-round. K was unclear on this this year.

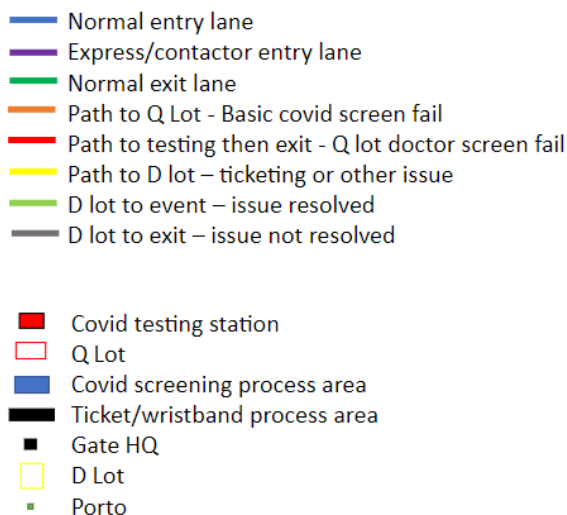
### **d) Gate by Chloe Brunton, Gate Team Lead**

**Gate 2ICs Hayley Ware and Daniel McCarthy**

#### **Crew and Department Performance**

This year had 49 Gate crew this year, working an average of 1.5 shifts. This includes 8 shift managers working an average of 2 manager shifts. We had 4 instances where a volunteer didn't show up to their shift over the total 11 shifts. While keeping new processes implemented in 2020, COVID screening was added to Gate this year due to COVID-19. This meant that the gate layout was completely changed, moving the Gate box entirely and using the two paddocks to the right of the driveway for vehicle holding, checking, and processing. This layout was created with input from Infrastructure, Event Management, MPW, and Traffic:

Wednesday Gate Layout 2021



- COVID-19:
  - Processes for COVID screening were created with input from Ministry of Health representatives and local DHB members, who were on site Wednesday between 10:00-15:00 to offer on site testing. Screening included mandatory sign in (via the COVID tracer app or manual sign in) and a simple questionnaire each participant was asked upon entering site.
  - While some participants required to be removed from the queue due to failing initial screening, no participants entering site required testing (on site or off site), and compliance with COVID screening procedures was high.
  - Many participants did not have the COVID tracer app and we saw high numbers of participants manually signing in.

Wednesday continued to be our busiest day, with 1,506 participants being scanned in and the majority of these being between 08:00-18:00 (1,258, averaging 125/hour). At our busiest, we scanned 146 participants in an hour.

DATE	SCANNED	2020	2018
<i>Note: figures for Sunday, Monday and Tuesday include processing of all early entry participants.</i>			
Sunday 19 January 2020	57	27	58
Monday 20 January 2020	86	109	85
Tuesday 21 January 2020	196	161	210
Wednesday 22 January 2020	1506	1343	1034
Thursday 23 January 2020	211	195	241

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Friday 24 January 2020	120	122	140
Saturday 25 January 2020	7	11	19

Our Wednesday 8am volunteers had a Tuesday evening training session, which meant that they were more prepared for the task at hand. This worked well in getting participants scanned in and on site faster in the morning. Due to high uncertainty around how Gate was being run this year and Gate Leads also organising other festivals, communication around training materials pre-event was low. Despite this, our volunteers smashed it out of the park and we are very pleased with how Gate went this burn.

### Resources

This was my first official year as Gate Lead, and certainly a challenging one. Having two 2ICs has been good for sharing the workload, but the majority of pre-event work is still managed by the Gate Lead. We are discussing ways the Gate team could be structured in a way to reduce stress and burnout by way of having more participants. Special thanks to:

- The Event Management team for keeping my team well in the loop and supporting us on site.
- Site office for all their printing, sign making, and general assistance with any queries we had.
- Mark and Nan from MPW for supplying Gate with power and internet.
- Skittles and William for their assistance with traffic and the supply of cones and signage.

### Budget Analysis

A total of \$660 (versus budget \$500) was spent running Gate this year. This included the purchase of a mountain bike, snacks and non-alcoholic drinks, a megaphone, and fuel for a personal vehicle being used to carry volunteers to and from Gate. In addition to running costs, \$630 was spent on swag (t-shirts) versus a budget of \$500. Costs of QR printing, manual sign-in sheets, stationery, and signage came under Site Office spending. Gate typically runs a light budget, however we are looking to expand our expenditure to improve Gate to keep up with demands of population growth, as well as keep our volunteers happy and healthy.

### Recommendations / Improvements for Next Year

- If permitted by the land owners, continue using the two paddocks as our vehicle processing area and keep the Gate Box in the same spot.
- Our own on site vehicle, particularly for early entry and during Wednesday. Sharing meant that we barely used this vehicle and a personal one had to be in use.
- 1-2 more early entry volunteers so that our volunteers can swap out and participants are not up at Gate for 10 hours each day for 3 days.
- Close Gate Saturday and put a plan in place for Site Managers to let participants in.
- The creation of a 'Gate Team' to share workload of duties both on and off site.
- The purchase of shade structures to keep volunteers out of the direct sun.
- Roster volunteers to assist with Gate packdown.
- More pre-event training for volunteers, whether online or meeting in person.
- Managing participants who show up to Gate before opening hours on Wednesday by use of a holding lot.
- A request that gate managers could be fed by Kitchen crew on days they're rostered on during the event.

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

### **Crew Performance**

Greeters had 79 total shifts, including shift managers and traffic controllers, handled by 64 participants and two Leads. At four hours a shift, that's 308 human hours spent by volunteers welcoming home the more than 2200 participants to the event, and dozens of additional hours by the Greeters Leads organising schedules and communicating with volunteers. We're putting together a dream team of Greeters for Wednesday and for shift leads thanks to two years of taking notes on individual volunteers. It led to flawless shift changes - and most of them without the department leads' assistance. Shade structure provided by ExCom - as well as umbrellas provided by the department - led to no one getting a ridiculous sunburn this year. All of our rostering was once again done through Signup.com - this is a great utility.

### **Resources**

Not having a centralised volunteer management system was once again something that was lacking this year. We hope that this can move for event year 2022, and saw a lot of progress in airtables closer to the event, but for most of the planning cycles, we relied on emails forwarded to us from the volunteer organisers. We took notes on rockstar volunteers, had some great returning ones, and plan on using our directed tickets more efficiently in the 2022 event cycle. We will be getting these to those folks before the general sale opens to encourage the long term relationship/say thanks instead of trying to fill spots - since we had an overwhelming response this year and no unfilled slots. The on-site meeting this year was great, we'd like to see more of that. We'd also like to see more organisational meetings throughout the year to foster relationships between departments and feel more connected to the organisation. Getting early entry slots for just opening day and setup proved to be quite difficult. We have legitimate needs to be onsite early, have massive first shift on Wednesday responsibilities, and this number will only go up if we return to greeting early entry next year. Having a shared organisational production calendar will be helpful to clearly define expected dates and deadlines.

### **Budget Analysis**

We spent \$221 on supplies and a new Greeters Sign and \$170 on Swag. ExCom purchased a new ShadeSail for us as well for \$70. Next year, we will increase our spending on swag, signage, and snacks.

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

- Better signage - principles, express lane, principles in Te Reo Maori, 'do not walk up the hill' sign, or a hold here for one way road.
- Additional high-viz for night time Greeters, better lighting, and a reliable generator. Friday was completely dark. Thursday was limping along and about half dark. This is the second year in a row we did not have a reliable generator. MPW offered advice, but by the time the event is running (and it's the evening) it's hard to get someone up there to swap (if there's even an extra!).
- We were under the impression our Swag budget was much less than what it actually was, so the Swag we created was much smaller than it could have been. We'll do better on utilising the amount next year.
- The amount of first time attendees was staggering. We need to focus more on acculturation events throughout the year with a focus on leading up to the event.
- Radio Protocol for volunteers was miserable. It was in our manual, but we will need practice on an unused channel.

- We expected snack drops (had them 2020). If this isn't something we can count on, we'll need to buy and expense them ourselves. Having a cache of sun cream, snacks, and water helps make the volunteer experience more pleasant.
- We overstaffed Thursday - didn't expect for the entire event to show up on Wednesday. We will up the staffing for Wednesday by 1x for each shift.

## f) Ticketing by Craig Gainsborough Services Facilitator and Ticketing Lead

This year tickets were in carts and sold out in 10-30 seconds with over 3500 unique visitors trying to purchase tickets. This caused a number of issues including our participants feeling like the historic system of ticket distribution (first in, first served) is no longer suitable for the demand and supply of general sale tickets. The platform was also unable to handle the volume (despite having been tested before the General Sale at 150% of KB20 volume).

As a result, there has been a significant process of consultation and revision of ticketing for KB22 post KB21. The result of this process is a move towards a lottery based system, with a significant increase in the number of reserve tickets issued. Effects of this change and details will be addressed in the after burn report for KB22 next year.

For KB21, population was agreed to be increased to 2200 (adult population) with a 10% increase on KB20.

Ticket Price	Type	# Sold	Checked In	% of Adults (Sold)
\$ 195	Adult (General & STEP)	1698	1649 (97.1%)	76.5%
\$ 195	Theme Camps	250	239 (95.6%)	11.3%
\$ 195	Service Camps	24	23 (95.8%)	1.1%
\$ 195	Art Grants	28	28 (100%)	1.3%
\$ 195	Special Reserves (eg Ticketing Issues, Accessibility)	28	27 (96.4%)	1.3%
\$ 15	Crew	112	105 (93.8%)	5.0%
\$ 195	Volunteer	53	51 (96.2%)	2.4%
\$ 15	Effigy & Temple	26	25 (96.2%)	1.2%
	<b>TOTAL Adults</b>	<b>2,219</b>	<b>2,147 (96.8%)</b>	<b>100%</b>
\$ 0	Child	79	36 (45.6%)	n/a

*Table: Distribution of tickets sold for Kiwiburn 2021.*

### **Ticket Pricing**

Tickets were sold at a flat price of \$195.00 plus booking fee. Of the total available tickets 1,450 were made available for the initial public sale mid-September 2019; these sold out almost immediately. Additional tickets were then added to STEP from reserves as they became available, for a total of 1,698 tickets publicly sold.

Reserve tickets at full price were made available for art grants recipients, theme camps, service camps, volunteers and special reserves (used to deal with ticketing issues as a result of system struggles, as well as allocation of reserves for people with accessibility issues) of which there were 383. This reflects predominantly an increase in the allocation of theme camp tickets, with 153 allocated in KB20, compared with 250 in KB21.

Essential operations crew working year round, and those required to be onsite for seven consecutive days or more, totalling 138 eligible people, were offered tickets at a reduced price of \$15.00.

This year there were a total of 79 child tickets sold at no cost, however only 36 of those made it to paddock.

Tickets were not available to be purchased on site. In total revenue from ticket sales came to \$407,850 before Stripe fees.

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2020	2021
Tickets	145	182	250	405	530	536	754	783	954	1485	1635	1915	1998	2219
Growth	n/a	25%	37%	80%	17%	0%	41%	4%	21%	64%	10%	17%	4%	11%

*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 ran smoothly, apart from issues with the volume of visitors attempting to purchase tickets at the time of general sale. Quicket has been working closely with us taking onboard feedback and we are developing a new system of ticket sales using the STEP platform for KB21.

This year we were able to advise theme camps and artists the number of tickets which were made available to them as reserves before the general sale - this improved their ticketing experience, however the lack of a consistent theme camp coordination team resulted in some behind-the-scenes issues to manage the distribution of these tickets.

### **Event Attendance:**

In total there were 72 adult tickets which were sold but not checked-in (no-shows) this year, or 3.2% of tickets sold. Children were considerably higher, with 43 of the 79 sold, or 54.4% of registered children, not coming to the event. This resulted in a total paddock population (checked-in) of 2,183 people (adults and children).

On the first day of Kiwiburn check-ins at the gate were consistent through the first day of the event and only dipped slightly as the day progressed. Check-in rate was 146/hr at gates open, decreasing to 123/hr at gates closed and peaking at 146/hr. Despite the additional Covid measures, this reflects an increase in rate of check in of around 10/hr - an incredible result for the Gate team.

In terms of country of origin, 90.4% of attendees this year were from New Zealand. This is reflective of the impacts of COVID on international travel, where in previous years approximately 75% of attendees were New Zealanders. The remaining attendees were from South Africa (2.2% - note this may be inaccurate as it is the default selection in Quicket), USA (1.5%), UK (1.2%), Germany (0.8%), France (0.6%) and

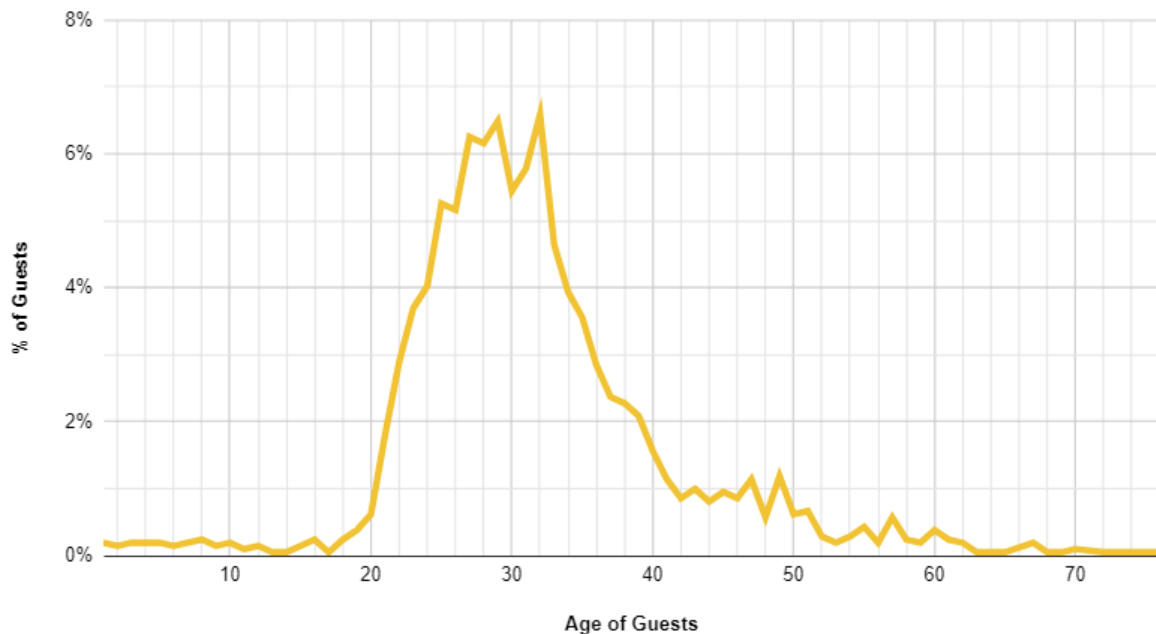


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Canada (0.6%). In total people from 32 countries attended. Surprisingly, only 9 people (0.4%) indicated they were Australian.

The average age of all attendees was 31.7 years, based on data from 91.9% of people attending - this age is consistent with previous years.

### Age Range of Guests at KB21



*Graph: Age distribution of guests attending Kiwiburn 2021.*

### Observations from Ticketing:

- There were considerable issues in the release of There Camp reserve tickets as a result of there being no consistent Theme Camp Coordination team. This resulted in additional time spent by the ticketing team in undertaking tasks that should be the Theme Camp Coordination team's responsibility and late deliveries of many of these reserves.
- The first-in-first-served system is no longer working due to the incredible demand for tickets.
- Landowner and Food For All Feast ticket reserve recipients were late to be advised and were trying to still get tickets purchased after gates opened. This was the only ticketing issue that needed resolving on site and is becoming an annual occurrence.
- Many crew and reserve tickets were not purchased in a timely manner.
- There was uncertainty on how to check your place in the STEP queue. Quicket is making this process easier for KB22, but we require more comms around it.
- 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.
- Kitchen and MPW teams brought people onto site who were not ticketed nor part of their teams and without advising ticketing; resulting in the need to issue reserve tickets immediately before the event.
- There were no issues at the gate this year requiring ticketing support - which is wonderful.

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- Guests were frustrated by the transfer of tickets cutting off 2 days before the gates opening (the same can be said of STEP sales). We need more communication around this learning up to KB22.
  - Quicket handled requests well and we are happy with their assistance.
  - Early access teams did not all turn up in full to the times allotted for the distribution of their wristbands - this resulted in stragglers trying to find ticketing at odd hours and wasting site office / ticketing time.

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## X. Safety

### a) Safety Department by Amy Richards, ExCom Safety Facilitator

I arrived late to the party coming into the ExCom in late November only mere weeks before the event. Upon arrival the main topics of discussion were Covid safety and understanding the resources required on site to increase the population numbers. The Safety department is blessed with a group of team leads who are driven, organised, dedicated and were able to continue to charge forward organising their teams before the big event. Covid is an ever changing beast and on reflection it would have been ideal to engage with the NZ Ministry of Health (MoH) earlier which would have provided more certainty. As I understand the addition of hand sanitisers was a new addition to the Paddock for Covid response however I would recommend that hand sanitiser stations should become a regular feature as part of a broader infection control plan. The addition of extra volunteers in the Ranger and Medic teams was successful although finding volunteer information can be very difficult and this is a challenge currently acknowledged by the ExCom and there are solutions underway to address this. There is a saying in the safety industry “He aha te mea nui o te ao. He tāngata, he tāngata, he tāngata. What is the most important thing in the world? It is people, it is people, it is people.” My attendance on site as my first ever burn was an excellent experience. I was impressed by the care and openness of the community who the majority embodied this philosophy. The challenge forward is to keep and grow this sense of community, particularly if the population increases.

### b) Black Sheep Rangers by Casey Spearin and Sam O'Sullivan, Rangers Co-Leads Crew Performance

This year we successfully ran a 24-hour support service, drawing in over 90 volunteers. Crew training included pre-event communications, a pre-event training manual, and a 2-hour on-site training (mostly interactive exercises) . We managed to run training in record time this year (previous years have stretched to over 3 hours) and had great feedback all around. In general everyone was fantastic at showing up to their shifts, on time and sober. All reports indicated the crew engaged the community positively and responded effectively to all major incidents. Our Shift Leads were responsible and showed leadership in resolving the incidents they were presented with. Shift lengths worked great. Four hours is the maximum we could ask people to roam around in the sun. Shift handovers still need some work - the new handover booklet with a check-list referencing key systems still didn't quite cut it. Training shift leads pre-event to use the handover systems effectively is likely the best solution to ensure systems are used correctly.

#### Resources

Overall our managing experience was okay. We would prefer to not have so many duties both pre-event and onsite. This would be resolved by more volunteers involved in crew leadership and administration. We could use a larger group of people doing organising and admin, and a well designed volunteer management system to simplify communication and shift scheduling. It would have been nice to have been provided with meals for the days we were there pre-event. Meeting with the Event Management team pre-event to determine exactly what the role of Rangers is would have helped us function in our role more smoothly - particularly for responding to incidents, and sync our policies around that. There is some ambiguity where an incident is clearly Ranger's responsibility versus Site Management, although we generally work together well. Since last year we have a bigger crew, more detailed Shift Lead manual and handover protocols.

#### Budget Analysis

\$480 was spent on printing manuals and other documents, more hi-vis vests, crew snacks and food, miscellaneous stationary. \$375 was spent on Rangers volunteer patches.

In the coming year/s, there may be less stationery needs, and we won't need more vests. We will need a decent cash chunk for night lights.

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

- Provision of a well designed volunteer management system.
- More people trained at a higher level on the organising crew, especially for communications and shift schedule management.
- Night lights are functional (our tech person got sick at the last minute). Need to ensure someone is available with expertise to ensure the night lights are charged and working for each night shift.
- Earlier communication with volunteers.
- Pre-event shift lead training to ensure handover systems are used correctly.
- Cut the 6am to 10am shift. Very little happens during that time - perhaps have a small crew on-call. Would spare up more resources for hectic times.
- We did run a post-event survey - you can see the (anonymous) responses here:  
<https://docs.google.com/spreadsheets/d/1Z4E6Sq1FSiCvWlsqqtDSWbXdDB5f4nWRv6LdpFKKWls/edit?usp=sharing>,

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

No report submitted this year

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

#### **Crew Performance**

Pre-Burn the H&S documents were updated to list hazards and risk management on The Paddock so that Theme Camp leads had a pre-populated and largely complete register. The intention was so that everyone understood what hazards had already been identified, and could then focus on the particular hazards and risks that their Theme Camp needed to manage. On The Paddock, Adam Craigie stepped into the 2IC role so that the H&S plans of the Theme Camps could be checked. Sammy, Theme Camp Coordinator, was with the Greeters (long days, I imagine) scheduling proposed times for Adam and I to turn up and check the H&S Plans were in place.

#### **Training**

Pre-Burn, H&S procedures manuals didn't appear to be user-friendly. There was no obvious point of hand-over/debrief notes from previous years. Early on I emailed former Safety Facilitator Carvy for a bit of a heads-up on what was involved in the H&S Lead role. On The Paddock, Adam and I met a few times each day to coordinate activities (Adam was also helping Art Grant Recipient Nico with his art build). Over time, we realised that we needed to streamline the documents we were using for the H&S checks. Adam and I worked well together on The Paddock. From time-to-time I appreciated the support received from Paul, the current ExCom Arts Facilitator. He had kept in touch with me pre-Burn while the Safety Facilitator's role was assigned to Amy and settled at quite a late stage. Adam and I worked long days and into the evenings through until the checks were largely complete. We met up before or after meal times as he was entitled to meals while I was not, even though I had indicated on the Request for Meals schedule that I would require one meal a day while undertaking this work. When I got to the queue to eat, this was denied. I had little time to feed myself during this busy set-up time ~ sigh!

#### **Resources**

I enjoyed my experience in the H&S Lead role. Although there was no official H&S 2IC, Adam stepped in when and where necessary which was very much appreciated. I largely figured it out as I went, fortunately I have a H&S background so knew where to focus my attention. I appreciated the help I got intermittently from the intermittent Safety Facilitators, Paul the Arts Facilitator, Event Manager FireCracker, and Treasurer/Acting Chair Money Daddy. Geveta and I got our heads together post-Burn to make sense of where to locate/file the H&S documents for ease of access streamlining. An improved filing system for these documents and at least one if not two 2ICs would help the role run more smoothly. The volunteers checking Mutant Vehicles and art installations need to be part of this team. I met someone accompanying Mutant Vehicles Lead Pete Lomos when checking the Mutant Vehicles but it would have been useful to

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have met with them prior. I need to find out who this person was and include them in future planning discussions. There was no one assigned to check off the art installations this year, so between Adam and I we endeavoured to get around as many as we could of those perceived to be a higher risk.

### **Budget Analysis**

2 e-bikes shared with Site Managers \$770 (50% cost share of \$1,540 with Site Managers),

Tablets and Chromebooks \$450 (50% cost share with Theme Camps)

Hand Sanitiser and freight costs \$350

Training \$150

KYS contribution to costs \$2,000

Printing costs covered by Site Office.

Overall spend was \$3,700 versus budget of \$4,730

In future years we may require possibly 3 e-bikes, depending on how many are in the H&S team.

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

- Improved training - Have H&S volunteers in place so that we can have a pre-Burn meet-up to understand what is required before we get to The Paddock.
- Change of procedures - streamline H&S documents so that they are user-friendly.
- It would be good to have an online portal for Theme Camps to input their H&S information so that they are all in the same format and easily read and commented on.
- More volunteers - more than on 2IC so that we complete on-Paddock H&S checks, including art installations and mutant vehicles.
- Improved channels of communication - it was not efficient for Sammy, Theme Camp Lead to remain at Greeters in order to allocate H&S check times on paper, which then had to be picked up from him or Greeters, and assigned to a H&S checker, should the information have arrived.
- If meals were pre-approved, this shouldn't change when least expected (while there is a lot happening on The Paddock).

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

### **Crew Performance**

This was the first time we reached out to the community to help us with the provision of first aid, and it was great. We had 5 or 6 (I can't remember exactly how many) volunteers who gave up a few hours each day to help in our treatment box. Common feedback from the volunteers was how un-resilient the community can be whilst at a radically self-reliant event. The use of volunteers is something we would really like to build on as we found that the volunteers released our staff to deal with true emergencies and complex events.

We had a couple of very time consuming events this year, one in particular involved all our on and off duty staff, as well as Kiwiburn rangers, Kiwiburn site manager/s the Police and St John ambulance. The outcome was very positive for the participant involved, the incident itself, however, showed just how resource heavy some incidents at Kiwiburn can be, hence the desire to build in community involvement for the treatment of minor cuts and sores.

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

For KB 2022 we would really like to build on the volunteer aspect in terms of numbers and shifts, allowing us to keep our full time medical staff free for the complex incidents.

## **f) Perimeter by Keri Henare, Perimeter Lead**

**Perimeter 2ICs Patrick Lanigan and Neal Bonner**

### **Crew Performance**

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After Burn Perimeter was separated from Rangers last year, it was run as its own independent team. I volunteered a couple of months before the event, with no experience running a team. Getting volunteers was difficult, and many didn't turn up. More time to prepare and recruit in future should help with numbers. Saturday's Effigy perimeter was successful until the end. Confusion over the perimeter drop process led to it dropping prematurely. Luckily, the heat created a natural perimeter. However, this was a huge safety risk. As a result, a process was put in place for Sunday and will be used for all future burns. Sunday's Temple burn briefly had a lot of smoke, which obscured a large section of the perimeter. There were some falling embers, which drifted mostly onto an area that didn't have many people or tents. The fire service hosed the area to avoid any ignitions. Posts were incorrectly hobbled, leading to a long wait to safely drop the perimeter.

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

- Start: Recruit volunteers much earlier. Get involved with Effigy & Temple processes to represent the Burn Perimeter perspective.
- Stop: Assuming everyone else knows what they're doing.
- Keep: Updating manuals with notes made during the event. Making sure volunteers are trained and confident. Shoulder tapping volunteers, so they don't miss out on the burns.

### **g) Sanctuary by Mary-Weir, Sanctuary Team Lead**

#### **Crew Performance**

This year, Sanctuary established psychedelic support alongside emotional support services, providing a safer space for retreat for the community. We recruited multiple skilled mental-health workers as volunteers, drafted a training manual for Sanctuary crew, and provided wide ranging care and triage for a variety of mental, emotional and substance related challenges on the Paddock.

#### **Training**

We had onsite group training and provision of a draft-manual, along with peer and shift-lead support. Training was rushed, under-resourced and the best I could do at the time. Onsite training was effective for selecting shift leads in the absence of adequate recruitment procedures. The group was too large and the time too limited to carry out a variety of training methods, which would have been better for diversity of learning needs. Not knowing most of our vollies personally prior to training was a major barrier to structuring the shifts and teams, though the crew as a whole was exceptional. Some crew members were not a good fit for this team and in some extreme circumstances posed a hazard to service delivery - this diversity is related mainly to the newness of the service and the lack of notification of [Deep Space's](#) absence...future recruitment strategies should improve this situation. All crew require more in depth training in procedures around triage, confidentiality and peer support. Shift lengths for general sitters are appropriate. Shift leads require better procedures for handover and a 24hour on-call managing role would relieve some of the burden of continuity and provide support for leads where needed. Shift leads in future should function not as sitters, but as decision-makers, directors and peer support.

#### **Resources**

I was severely under-resourced, but this was more related to the unexpected absence of Deep Space and the challenge of balancing community needs with my own. I don't believe there was adequate support to perform my role, but I also underestimated the amount of support I would need. Sanctuary should be a group-led team where the pressure and responsibility can be shared across a wide net rather than focused in on a lead and 2IC. There needs to be a strong restructuring of the existing hierarchical modal common to KB teams in order to accommodate the sensitive power dynamics within emotional support services and reduce the burden of duty of care on those in leadership.

#### **Budget Analysis**



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Sanctuary had a budget of \$1,600 and actual spend was \$2,100 with the difference arising from \$650 being spent on a new secondary tent (budget was \$400) and swag spend being \$500 versus budget of \$120. The remaining expenses were on budget being fit out, furnishings, and food of \$650 and main marquee hire of \$360.

What may change in the coming year/s? We need improved tent-structures / set up...proper signage...significant training packages preceding the event

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

- Improved training.
- Purchase of specific resources - A KB owned drop-in tent please, of a nice organic shape, and a third tent to accommodate and isolate peer-support from general community support
- Change of procedure.
- Improved channels of communication - The email sharing with Rangers is an ongoing challenge and in retrospect of the event, also poses confidentiality issues for folk when communicating about specific events on paddock. I am also not the best person to be involved in administration for Sanctuary, as I have limited IT capacity and massive resistance to using multiple platforms due to my own neurological and psychological differences.

#### **h) Security Allied Security by Denis Roets (External Contractor)**

This was a great experience for the team, the client reported one issue to me regarding a personality clash between the guards but we resolved it and the event continued without major incidents.

I believe that the induction meeting between Allied management and the event team plays a big role in this. We were briefed in the history of the event and there were specific instructions that helped us to place the right staff on the ground. It was a pleasure to deal with the events team and they were very supportive and professional. It is good to work with a client that is passionate about their business,

One thing I will change is the PPE requirements for the next event, we need gum boots especially if it rains and the roads are muddy. Some of our guards wore normal work shoes to work.

#### **i) Site Managers by Jo Artemis, Site Manager Team Lead**

##### **Crew Performance**

This year the Site Management team was down a few long-standing volunteers, but had several new people join the team in the 2IC roles. This meant there was still a lot of pressure on the more experienced Site Managers to do a 24 hour lead shift, and we relied on the Event Management team to fill some of those shifts which is not ideal. We are always looking to grow the team so that we can all work less, but it takes time to build that level of experience. The team worked well together, everyone showed up for shift and was completely reliable, and crew feedback has been very positive which will hopefully show in crew retention for next year. Prior to the event we had an online training hui which most of the team attended, and it was recorded for those that couldn't. This gave us a chance to talk through the manual and share experiences, and feedback from the team says that this was a very helpful and useful exercise. We also had an induction meeting onsite, and an online debrief following the event. Shift notes were kept in a log book and relevant information was talked through at shift handover. We had incident report forms to record details of more serious incidents but none got filled out which has made following up on things more difficult. This shows that incident reports should be covered in more depth in the training. One critical area in which communication and policy was lacking was in Sound Policy management. There was a separate crew responsible for this but they had issues, and the parameters at which Site Management needed to step in were unclear, and we did at one point breach the Resource Consent.

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## Resources

The pandemic certainly made everything more challenging, and I had altogether too many responsibilities on my plate with another lead role within Kiwiburn and a solo art build, so I was spread a bit thin and extremely stressed and exhausted by the time the event rolled around. That was a painful and key learning, and this year I will be reducing my commitments, focusing more on Site Management. My aim is to build on team cohesion and have more communication with Event Management and other Support Services prior to the event. Some of my new team members are keen to be more involved year-round so I'll definitely make use of this support. There were discussions pre-event about having tablets in which to record incident reports, and there was supposed to be a Support Services Hub so that team leads could meet daily, but neither of these eventuated. These are two key areas for improvement, as although Site Managers kept good lines of comms with Event Managers, Rangers and Sanctuary leads by radio, daily face-to-face meetings would have been very useful. This year saw a much higher incidence of acute mental health on the Paddock. Fortunately this was covered in the training so Site Managers knew to escalate to Medics immediately, but it has highlighted the need for more comms to the community, more internal policy, and more systems in place for supporting and managing mental health crises, as given the current climate we should anticipate this to become even more of an issue.

## Budget Analysis

A significant expense this year was the hire of 3 e-bikes for the use of Site and Event Managers. This amounted to \$1,540 in total which was cost shared 50:50 with Health & Safety. I could not find a local company that would hire us bikes for off-road use so they were brought down from Auckland, and transport became an issue so two of the bikes took longer to arrive onsite. The bikes were extremely useful though, and I will research a more convenient source for the next event. The Event Management team kindly included Site Managers in their swag purchases, so each team member got a t-shirt and a mug - The cost of this was \$300. We would normally have snacks in the Site Office for Site Managers, but because of the community COVID cases immediately prior to the event, crew movement was restricted so I was not able to get out to purchase any.

## Recommendations / Improvements for Next Year

- Tablets for incident reports, a Support Services Hub for face-to-face meetings.
- More communication pre-event with Event Management, Rangers and Sanctuary.
- More policy around mental health and managing risk.
- More convenient source of e-bike hire.
- More people on the team, more people on shift at critical times.
- More clarity around managing noise control.
- Having a sober person on standby in case someone needs to be driven offsite.
- Build relations pre-event with DHB Urgent Response Team for faster response to mental health crises.

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## **XI. Event Management**

### **a) Event Management by Andy ‘Firecracker’ Sondalini, ExCom Event Manager**

#### **Crew Performance**

Over the past event cycle, the Event Management team (EM team) was proactive and engaged with many discussions and projects relating to the overall volunteer and burn experience. This included the proposal of a Volunteer Support Initiative Policy, engaging the BIPOC community of Kiwiburn, strengthening the Burnable Arts processes, and COVID Action Plan. While many of these actions extended beyond the traditional reach of the Event Management role, they were integral to the wonderful success of the 2021 event. This was the first year where all build crew (those arriving prior to the gates opening) were approved by the Conduct Committee. This contributed heavily to a safe and welcoming environment for volunteers. During the build period, the “evening shout” and “appreciation box” were implemented. The result of these two actions were to provide a daily summary of onsite activities, pass on information, and foster a supportive work environment.

#### **Training**

The EM team completed the online ITF training course, a precursor to CIMS training. New documentation was created as a project / event management checklist - furthering the redundancy measures in place. Both the ITF and project checklist have been very helpful knowledge to have and will continue to be expanded upon over this coming year. Collectively, the EM Team worked fantastically on and off the Paddock. All members of the team developed strong relationships of mutual trust and respect with nearly all onsite and year-round team leads. Each member of the EM team has individual strengths, which allows us to collaboratively work together as we leverage each of these. As this was my first year as the Event Manager it was challenging to know what tasks could be delegated to the other members of the EM team. Information transfer between myself and the EM Team was stifled at times. The EM team and I are working to improve this with performance reviews, cultivating a culture of forward and direct discussion, improved documentation, and including EM Team members in meetings and email threads where appropriate.

#### **Resources**

I felt relatively well supported over the past event cycle. Much of the work that was done in the past event cycle was supporting new Facilitators and team leads to take on their roles effectively and to further Kiwiburn as a community focused, safe, and healthy event. This included ensuring a Training Lead and Perimeter Lead were implemented, both with great success. Within Kiwiburn there seems to be a miscommunication or understanding of what the role of Event Manager means. Having professionally worked in the field of event management my understanding is that the role is supposed to have interaction with all team and department leads, as well as external operators. Due to a lack of documented information on the Event Management role, and the Chair assuming some of this responsibility due to the current structure of Kiwiburn, it made it difficult to implement the role to the best of my abilities. I have been as proactive as possible, developing documentation and policies to better support the EM Team and Kiwiburn overall. However, as this was my first year, and the structural differences between past experiences and Kiwiburn operations, it was important for me to be included in discussions to make effective and informed decisions that contribute to the overall event. While it is understandable, given historical context, why the Kiwiburn communication structure operates the way that it does; the Event Manager is supposed to have a holistic understanding of the event and it's moving components. As such, there needs to be a strong understanding that if significant changes to activities are to occur, the Event Manager needs to be consulted so the cohesive functioning of Kiwiburn is ensured. It would be helpful to me for there to be a review of the structure of Kiwiburn, and clearer information about how policy changes are made within the organisation. Over the past year many projects and new policies have not reached the final stages of implementation as they have not gone through community consultation, which has been set as a requirement with no clear pathway or support to do so. It is disheartening to put time and energy

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into making improvements and suggestions for the functionality and resilience of Kiwiburn, and then have them held back from being implemented due to a lack of clear documentation or procedure.

### **Budget Analysis**

The Event Management budget was increased this year to cover the costs of the hiring of sound monitoring equipment (\$3,200) and to ensure the team received training (\$400) and swag (~\$120). I would expect that there will be an increase in budget requirements for the Sound Team, and training for the EM team.

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

- A reference sheet on what decisions require consultation with other teams.
- Clear list of role objectives for each team.
- Changes to communication pathways (allowing teams to contact each other directly with Facilitators CC'd in, rather than going to their Facilitator, asking them to talk to another Facilitator to ask a team in another department).
- Clarification on what the Conduct Committee is responsible for and where their jurisdiction lies
- Inclusion of the BIPOC of Kiwiburn in discussions with Ngati Hauiti.
- Decolonisation training for all ExCom members.
- Implementation of effective Human Resources policies and processes to address complaints and poor performance for all ExCom and Team Leads.
- Changes to the onsite crew areas to provide a clear space for all build volunteers to congregate.
- Proactively addressing burnout within volunteers by stepping in to prevent them continuing to harm themselves, and as a result, Kiwiburn.
- Developing and enforcing a policy regarding conflicts of interest within ExCom.
- Clear process for organisational policy changes

## **b) Event Management Department by Lauren Dance Event Manager 2iC and Keegan Walls, Event Management Team**

### **Crew Performance**

Kiwiburn 2021 was an overall success, our teams worked together smoothly with minimal incidents and maximum effectiveness. It was my first time as Event Manager 2iC but we had a great EM team, Firecracker was amazing and so was Keegan. I felt like all three of us really pulled together on site with both admin and onsite/pre event activities. Leading up to the event we took on several teams minor jobs as they had been at Ignition or just hadn't completed the tasks, I felt like this caused a bit of unnecessary stress/angst within our team pre-event but overall we worked through it and completed everything that needed to be done (as well as show us which departments needed improving).

### **Training**

For training this year our whole EM team completed a CIMS Foundation Certificate and have made plans to complete CIMS level 4 training before the 2022 event goes ahead. Throughout the whole of Kiwiburn we have many many teams, this can sometimes make it difficult to keep on top of things and to ensure that each team lead has effectively delegated tasks, meaning more stress on certain volunteers. I would personally like to work on my clear communication skills and not being afraid to confront others. This can be difficult as it is all voluntary based work but we need to be able to have capable and competent team leads who will complete the tasks they say they will do- and if not then ask the correct people for help and assistance to do so. I had no problem with both the EM and SM shifts, time went relatively fast and working with the on duty SM as well as the Black Sheep rangers was super effective. I feel like more of a female presence in the later ranger shifts would be appreciated

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## Resources

My experience as Event Manager 2IC was overall good. I had some pressure in certain areas as I felt like I did not know as much as I should've when it came to the general running of the event and I was unable to support Firecracker in these ways. I think this will be easier in the 2022 event as we would have spent a full year in the role and will both have more experience and knowledge in how Kiwiburn runs so pre/during the event will be more familiar and easier to navigate. It would have made our pre-event jobs much easier if team leads and facilitators from other departments had completed the tasks necessary to move forward coming into the event. Time restraints to complete these tasks put extra pressure on the EM team then throwing off our team balance. Clearer communication and more progress updates throughout the year from other team leads and facilitators would give us more insight on where each team is at throughout the year and will allow us to track progress and know where the EM team can assist these teams in the future. I also think that our role would function more smoothly if certain leads/facilitators were more open to adaptable change within our organization.

## Budget Analysis

I am not too aware of our current budget for the EM team, but we did push to get basic SWAG this year and I think it made a big difference. EM team work year round and it is nice to simply feel appreciated even if it is something small.

## Recommendations / Improvements for Next Year:

- I would like to see the whole EM team with CIMS level 4 training, and possibly even something like a basic first aid certificate as we are on site very early alongside the build crews and generally before the medics arrive. Can't go wrong with having more medically qualified people on site, even if it is just a basic qualification (Or even if we could get everyone that has their first aid to make the EM/Site office aware so we can call on them when needed).
- An EM budget for stationery/office equipment. Unfortunately because we have so many people coming in and out of both the site and ops office simple but important things like stationary seem to constantly go missing. We could also do with more things such as diaries, a new whiteboard and several other small things. Sounds relatively unimportant but makes a huge difference when we are working.
- More performance development so we can hold leads/facilitators accountable and are able to see which areas/skills we need to improve on. This includes the EM team. I saw Firecracker has sent out a great survey which I think will really help with this and give us a good idea of possible improvements.
- Improved channels of communication.
- Improved decision making processes during pre-event/build.
- MORE COMMUNITY ENGAGEMENT AND INCLUSIVENESS/CULTURAL AWARENESS. We need to make a stand on cultural appropriation and stick to it. We can not preach inclusiveness and awareness if we are unable to stick to our word. This includes supporting BIPOC in all the ways that we have promised to do so.

## c) Noise Management by Firecracker, Event Manager on behalf of Ross French, Sound Lead

### Crew Performance

This year the Sound Team achieved their key criteria and supported the Event and Site Management teams through sound monitoring across the evenings of the event. The crew were trained onsite to the use of sound monitoring equipment, including how to perform system sound checks for each of the sound based Theme Camps. The training was very effective, with different members of the volunteer team taking the lead on sound levels each night of the event. While the noise limits were exceeded on Friday and

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Saturday nights we did not receive any formal complaints from the local community / neighbours and are optimistic that this can be handled more effectively in the future. The Sound Team were especially effective in being able to quickly respond to sound level breaches and work with a range of people including DJs and Theme Camp Leads. It became clear that when a DJ knew who the members of the Sound Team were, they would turn their systems down to avoid being recorded as breaching the sound levels. This is a challenging situation for everyone involved and may best be resolved by having more direct communications with Theme Camp Leads, and possibly DJs about the importance of adhering to the Kiwiburn sound level requirements. Shifts were approximately 6 hours in length, with one volunteer on shift each evening. During the early entry period shift lengths varied as the sound team were performing sound checks and setting up the noise level monitoring equipment off site.

### **Budget Analysis**

This year we spent \$2300 on the hiring of sound monitoring equipment.

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

- Improved training on the use of radios.
- Clarify when and where to meet for shift starting times, and where the equipment will be stored
- Storage of mobile sound monitoring equipment to be in a central and secure location (possibly Site Office).
- Direct communication with DJs and Theme Camps about the importance of noise level restrictions on the longevity of Kiwiburn as an event.
- Further develop and support the relationships with local neighbours.



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## **XII. Conduct Committee**

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

#### **Crew Performance**

The Conduct Committee (CC) are currently a team of six. Our Lead (Jo) has been hugely dedicated to the CC for the past few years and is looking to wind down their involvement. We are looking at ways to strategise how the CC team will work going forward and are beyond grateful to Jo for inducting and supporting us. Cases addressed by the CC during 2020 to early 2021 generally resulted in positive outcomes for the parties involved. With a slightly larger team, it is easier to spread the mahi more evenly. More experienced CC members have taken on more complex cases and newer members have eased into the team by helping to resolve lower level concerns. Instead of communicating via a Google Groups thread (which we found led to messages being missed or replies not reaching everyone), we now communicate via group email to each other.

#### **Resources**

The CC remains a strong team of individuals with professional and personal strengths in relation to the work the team deals with. We have two additional members to the team who were voted in during 2020. The team has committed to video calls to discuss cases and allocate tasks amongst each other. It is helpful to meet together via video to korero and debrief, plus request any advice or support. Some of the cases concern difficult and triggering situations so it is important that the team also feel supported in handling them and can speak up if they feel comfortable helping with particular types of cases. Thus far, the Consent Guardians at Kiwiburn 2021 appear to have helped significantly in regards to limiting any consent breaches and these types of concerns being raised with the CC. Theme Camps also helped and stepped up this year, particularly with Theme Camp Leads offering support where the CC's role was starting to be somewhat stretched and unclear. For example, situations of relationship breakdowns and/or individuals who used to be in relationships wanting to have their former partner/s respect their space by staying away from their theme camps, workshops etc.

#### **Budget Analysis**

The CC has an annual provision of \$300 to cover any professional supervision/counselling should any team member feel the need for it after dealing with a difficult situation, but no requests have been made this year. The Swag Lead procured a mug and a patch for each CC member, no other costs have been incurred.

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

- Although we have a more full CC team, it would be good to collaborate on efficient ways to divide cases between each other while also working on policies/projects. It will be key to determine how the team can manage the CC without a direct lead, or to agree on someone else to step up for the role. This will likely be our main challenge, especially because we volunteer throughout the year.
- We are looking at reviewing our existing policies and drafting additional ones to address different types of cases that arise. One in particular is for relationship breakdown situations, whether individuals who used to be in a relationship wish to attend the Burn, but do not want to see/interact with each other for various reasons.
- It could also be worth doing some work with other Kiwiburn crew on photography/video consent. This appeared to be a main point of discussion post-Burn 2021.
- We will keep it on the agenda to keep growing the community's awareness of who we are and what we do (and don't). Perhaps an updated post on the Kiwiburn newsletter, linking to Facebook/elsewhere with an update on the CC, our role, the code of conduct, policies etc.
- We're also developing more efficient and streamlined ways to record anonymised data for reporting to the ExCom, and to allow easier cross-checking for ticketing and volunteer vetting.
- The CC will continue to recruit new members that have the right kind of skillset and experience to keep a flow of people coming in and learning the ropes, to enable the people that have been

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doing the mahi for a while to hand it over. This way we can protect our valued people from burnout.

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### XIII. Future Vision by Andy Justice, ExCom Chairperson

Having got through our first Covid influenced year/event what does the future hold for Kiwiburn?

Firstly, from the event perspective, we will be planning to hold Kiwiburn 2022 next January albeit with all the necessary Covid management plans in place to protect our community from Covid 19 and any emerging variants of it, as our first priority is the wellbeing of our Burner Community and the greater New Zealand population.

The forthcoming year will see Kiwiburn continue to roll out some of the initiatives mentioned in last year's Afterburn Report and shown in bold below:

**Making Kiwiburn's demographic more diverse, inclusive, and welcoming to all who wish to join with us to share life experiences and create a mix of cultures blending together harmoniously** – we are establishing a new Community department which will be looking to facilitate the fulfilment of those goals and also to develop greater engagement and dialogue between the Kiwiburn organisation and the general Kiwiburn community and all the various groups within it.

**Reaching out and engaging with various other communities and groups both around Hunterville itself, and across the greater NZ region** – initial discussions have been held with various groups in the Hunterville area including the local iwi - Ngāti Hauiti - and the Hunterville Community Committee as well as the Rangitikei District Council. We are hoping to have collaborative projects under way with these groups over the next year.

**More Art overall and Art everywhere - on site, in Hunterville township and outlying areas, Art at other Burns and around NZ in general. Making more funding available to foster arts in general and young, up and coming artists** - as advised in the Treasurer's Report we have established an associated registered charity – Kiwiburn Arts & Culture Society – which will be used to manage the funding of art and culture projects both on the Paddock and in the Hunterville/Rangitikei region in collaboration with local community groups, and eventually with Burner communities and events around New Zealand. The Community will see increased funding of Arts for KB22 and beyond

**Growing Kiwiburn as an event and as a community both on the Paddock and in the greater community of New Zealand e.g. population size of Kiwiburn, running or collaborating with others to hold burns in other regions** – some initial discussions have been held but this project may be held over until the new Community Facilitator and their teams are established.

In addition to the starting on the above objectives announced last year, Kiwiburn is also going to be leading the way globally for Burning Man's latest Sustainability initiative which is being run as a Burners Without Borders' project out of the US – the Green Theme Camp Community. Kiwiburn will be the trial Burn for this initiative globally – heading off even the Burning Man event itself at BRC due to its postponement until 2022. We will apply the principles and practices of this project not only to our Theme Camps but also to the Teams and Departments across the entire Kiwiburn Organisation.

At the time of finalising this Afterburn Report we have already started implementing some of the recommendations contained in the various Team sections and will be continuing to do so throughout the forthcoming months to prepare for Kiwiburn 2022.

So a busy year ahead for Kiwiburn.

#### A word from Kiwiburn Founder - "Yonderman" Mark Stirling

Greetings Afterburn report readers, by the time you've got to this point in the report you will have accumulated a reasonable appreciation of the fabulous Kiwiburn achievements this year. How wonderful it

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was to have our event go ahead after what 2020 dealt to the world. “Mythical Picnic” was something that most burners in the world would only dream of (mythical), but we were able to picnic in reality. Thanks again to the fabulous ExCom and all the volunteers for making it happen. With 2021 being our 17<sup>th</sup> Kiwiburn, we appear to be full steam ahead towards being a 2-decade-long international regional. In other words we continue to be the \*first\* and \*longest standing\* international regional. Something we can all be proud of. We had a record ticket sell out time (10 seconds), with many missing out, and many theme camps in limbo until STEP tickets went on sale. I used to jokingly say that Kiwiburn tickets might one day sell out faster than a U2 concert, and...well...!

In last year's Afterburn report I mentioned that I had stepped down from my long standing role as a Regional Contact (RC) for Kiwiburn. I want to reflect on that, but more importantly wanted to first congratulate Shelley Watson on her appointment as the newest RC. I am always amazed at the talents and energy that Shelley brings to Kiwiburn. It is the best fit I could imagine to the role, and Shelley will be of considerable assistance to Lumos who has been the sole RC since my early 2019 resignation (by the way I finally had my exit interview with Burningman a couple months ago...they had a big backlog).

So on reflection, I would like to deliver you all a belated-but-sincere apology for not being my best in the RC role during the latter years of my tenure. The last big effort I put into the role was in 2013, when Kiwiburn had its 10<sup>th</sup> anniversary. After that time I experienced reduced energies due to a variety of factors, and it impacted my ability to engage with you all and do all the things RCs do. In the end it was my fellow RC Lumos who called me out on it. While it's never nice to be told you aren't doing your job (this was pretty much the first time I'd received such a criticism - in all aspects of life), it was a timely message for me to say “enough is enough” and step aside.

I did get the party started, and nurtured it for its first decade, but it was time to move aside and enjoy seeing the flame carried forward by other energetic, talented folk. I will continue to be involved through being officially recognised as an Alumni burner by Burning Man, which will mean occasionally providing bigger picture advice and consultation. That, and my continued attendance at Kiwiburn and leading our Cape Carnival theme camp will see me continuing well into the future. Please stay with us and keep our vibrant Kiwiburn culture thriving!

### **Remembering Jane Thomsen**

While finalising this Afterburn Report we received some very sad news.

Jane Thomsen, the wife of Kiwiburn founder, Mark ‘Yonderman’ Stirling, passed away suddenly in August 2021. A long-time Kiwiburner, Jane was known to many in our community, through Yonderman, and their Kiwiburn Theme Camp, Cape Carnival. She may have greeted you at their annual Friday afternoon ‘Wine and Cheese’ event on the Paddock while her campmates entertained you with cheesy tunes.

An extraordinarily kind, smart and loyal person with a wicked sense of humour, Jane was a wonderful mother to their two sons, and their furbabies. Her contribution to Kiwiburn since the beginning cannot be underestimated. Our thoughts are with Mark, Lewis and Toby and Jane’s friends and family. Loved and respected by all who met her, she will be greatly missed.

Burn bright.

## X. Appendix - Kiwiburn Incorporated Financial Statements for the Year Ended 31 March 2021

### a) Trading Surplus - Actual versus Prior Year

Kiwiburn Incorporated

For the year ended 31 March 2021

Account	2021	2020	Variance	Var %
<b>Trading Income</b>				
Standard Tickets excl membership \$15	325,721.77	296,292.36	29,429.41	9.9%
Crew Tickets excl membership \$15 (2020 & 2021 membership fee only)	0.00	0.00	0.00	n/a
Membership Fees	28,931.52	26,288.64	2,642.88	10.1%
Car Passes	547.83	1,052.44	(504.61)	-47.9%
Cancellation Fees Received	83.68	57.35	26.33	45.9%
Ticket Sales: Manual Refunds	0.00	0.00	0.00	n/a
Ticketing Agent Fees Commissions, & Insurance collected	10,340.07	11,695.68	(1,355.61)	-11.6%
Ticketing Agent Fees & Commissions Paid	(10,340.06)	(9,459.18)	(880.88)	9.3%
Ticket Refund Insurance Fee paid	0.00	(2,235.60)	0.00	0.0%
Ticket Payment Processing Fees	(12,583.93)	(11,518.54)	(1,065.39)	9.2%
<b>Total Trading Income</b>	<b>342,700.88</b>	<b>312,173.15</b>	<b>30,527.73</b>	<b>9.8%</b>
<b>Ice Sales</b>				
Ice Sales	9,869.57	9,782.61	86.96	0.9%
Cost of Ice	(6,972.48)	(8,597.62)	1,625.14	-18.9%
Freezer Hire & Transport	(1,555.76)	(1,881.82)	326.06	-17.3%
<b>Total Cost of Sales</b>	<b>1,341.33</b>	<b>(696.83)</b>	<b>2,038.16</b>	<b>-292.5%</b>
<b>Trading Surplus</b>	<b>344,042.21</b>	<b>311,476.32</b>	<b>32,565.89</b>	<b>10.5%</b>
<b>Other Income</b>				
Interest Income	111.38	158.44	(47.06)	-29.7%
Donations received	14.90	0.00	14.90	n/a
<b>Total Other Income</b>	<b>126.28</b>	<b>158.44</b>	<b>(32.16)</b>	<b>-20.3%</b>

## Operating Expenses

Admin	4,042.58	0.00	4,042.58	n/a
Artery	1,897.35	1,294.93	602.42	46.5%
Arts Council	0.00	0.00	0.00	n/a
Arts Grants, Community & Innovation combined	15,969.80	9,398.75	6,571.05	69.9%
Black Sheep Rangers	854.20	1,166.82	(312.62)	-26.8%
Burnable Arts	127.83	0.00	127.83	n/a
Centre Camp/Town Hall	1,547.41	1,462.53	84.88	5.8%
Community Engagement	0.00	0.00	0.00	n/a
Conduct Committee	0.00	833.28	(833.28)	-100.0%
Crew Appreciation	3,458.14	0.00	3,458.14	n/a
Crew Support	636.95	845.66	(208.71)	-24.7%
Depot	713.93	674.68	39.25	5.8%
Design	91.34	0.00	91.34	n/a
Effigy	14,750.91	6,777.52	7,973.39	117.6%
Electric Fence Post	297.83	0.00	297.83	n/a
EM Team	489.02	155.13	333.89	215.2%
ExCom	0.00	1,241.99	(1,241.99)	-100.0%
FAST	0.00	166.94	(166.94)	-100.0%
Finance	12,679.75	18,237.30	(5,557.55)	-30.5%
Fire Safety	4,000.00	4,000.00	0.00	0.0%
Gate	1,290.87	739.60	551.27	74.5%
Greeters	462.45	191.49	270.96	141.5%
Health & Safety	4,471.09	0.00	4,471.09	n/a
Kitchen	20,253.30	23,048.21	(2,794.91)	-12.1%
Leave No Trace	78.26	0.00	78.26	n/a
Medics	14,226.00	14,903.66	(677.66)	-4.5%
MPW	36,547.46	47,658.90	(11,111.44)	-23.3%
Sanctuary	2,180.28	450.26	1,730.02	384.2%
Sanitation	38,157.23	27,833.60	10,323.63	37.1%
Security	23,995.00	23,628.00	367.00	1.6%
Site Managers	1,136.98	133.20	1,003.78	753.6%
Site Office	2,328.46	1,078.81	1,249.65	115.8%
Social Media	519.61	269.13	250.48	93.1%
Sound Management	3,605.26	922.99	2,682.27	290.6%
Summit Comms	1,499.85	163.19	1,336.66	819.1%
Summit ExCom	468.70	2,781.61	(2,312.91)	-83.2%
Summit KAC	1,313.70	434.36	879.34	202.4%
Summit Safety	0.00	1,157.97	(1,157.97)	-100.0%
Sustainability	0.00	12.59	(12.59)	-100.0%
Swag Generic	0.00	726.04	(726.04)	-100.0%



## Profit and Loss

Kiwiburn Incorporated

For the year ended 31 March 2020

Account	2021	2020	Variance	Var %
Temple	15,475.91	8,159.42	7,316.49	89.7%
Theme Camps	999.81	0.00	999.81	n/a
Ticketing	4,741.35	4,467.32	274.03	6.1%
Town Planning	717.21	926.83	(209.62)	-22.6%
Traffic & Parking	407.16	601.38	(194.22)	-32.3%
Volunteer Engagement	0.00	648.90	(648.90)	-100.0%
Volunteer Management	125.30	52.17	73.13	140.2%
Web Services	945.00	3,947.48	(3,002.48)	-76.1%
Working Bee	4,814.63	3,659.42	1,155.21	31.6%
Overheads:				
Site costs	40,000.00	36,213.91	3,786.09	10.5%
Depreciation	5,673.93	5,911.75	(237.82)	-4.0%
Legal	0.00	852.17	(852.17)	-100.0%
ANZ Leadership Summit	0.00	320.40	(320.40)	-100.0%
Donation - Kiwiburn Arts & Culture Society	25,000.00	0.00	25,000.00	n/a
Donation - St John First Response Hunterville	2,000.00	0.00	2,000.00	n/a
Prior year adjustments	(1,000.00)	0.00	(1,000.00)	n/a
Miscellaneous	44.34	0.00	44.34	n/a
<b>Total Operating Expenses</b>	<b>314,036.18</b>	<b>258,150.29</b>	<b>55,885.89</b>	<b>21.6%</b>
<b>Net Surplus before Tax</b>	<b>30,132.31</b>	<b>53,484.47</b>	<b>(23,352.16)</b>	<b>-43.7%</b>
Taxation	51.80	1,724.52	(1,672.72)	-97.0%
<b>Net Surplus After Tax</b>	<b>30,080.51</b>	<b>51,759.95</b>	<b>(21,679.44)</b>	<b>-41.9%</b>

## b) Trading Surplus - Actual versus Budget

Kiwiburn Incorporated

For the year ended 31 March 2021

Account	2021	Budget	Variance	Var %
<b>Trading Income</b>				
Standard Tickets excl membership \$15	325,721.77	320,866.00	4,855.77	1.5%
Crew Tickets excl membership \$15 (2020 & 2021 membership fee only)	0.00	0.00	0.00	n/a
Membership Fees	28,931.52	28,696.00	235.52	0.8%
Car Passes	547.83	1,043.00	(495.17)	-47.5%
Cancellation Fees Received	83.68	0.00	83.68	n/a
Ticket Sales: Manual Refunds	0.00	0.00	0.00	n/a
Ticketing Agent Fees Commissions, & Insurance collected	10,340.07	10,321.00	19.07	0.2%
Ticketing Agent Fees & Commissions Paid	(10,340.06)	(10,321.00)	(19.06)	0.2%
Ticket Refund Insurance Fee paid	0.00	0.00	0.00	n/a
Ticket Payment Processing Fees	(12,583.93)	(12,600.00)	16.07	-0.1%
<b>Total Trading Income</b>	<b>342,700.88</b>	<b>338,005.00</b>	<b>4,695.88</b>	<b>1.4%</b>
<b>Ice Sales</b>				
Ice Sales	9,869.57	11,963.00	(2,093.43)	-17.5%
Cost of Ice	(6,972.48)	(8,730.00)	1,757.52	-20.1%
Freezer Hire & Transport	(1,555.76)	(2,607.00)	1,051.24	-40.3%
<b>Total Cost of Sales</b>	<b>1,341.33</b>	<b>626.00</b>	<b>715.33</b>	<b>114.3%</b>
<b>Trading Surplus</b>	<b>344,042.21</b>	<b>338,631.00</b>	<b>5,411.21</b>	<b>1.6%</b>
<b>Other Income</b>				
Interest Income	111.38	500.00	(388.62)	-77.7%
Donations received	14.90	0.00	14.90	n/a
<b>Total Other Income</b>	<b>126.28</b>	<b>500.00</b>	<b>(373.72)</b>	<b>-74.7%</b>
<b>Operating Expenses</b>				
Admin	4,042.58	3,960.00	82.58	2.1%
Artery	1,897.35	1,760.00	137.35	7.8%
Arts Council	0.00	160.00	(160.00)	-100.0%
Arts Grants, Community & Innovation combined	15,969.80	16,500.00	(530.20)	-3.2%
Black Sheep Rangers	854.20	2,250.00	(1,395.80)	-62.0%
Burnable Arts	127.83	0.00	127.83	n/a
Centre Camp/Town Hall	1,547.41	2,286.00	(738.59)	-32.3%
Community Engagement	0.00	500.00	(500.00)	-100.0%
Conduct Committee	0.00	900.00	(900.00)	-100.0%
Crew Appreciation	3,458.14	3,450.00	8.14	0.2%
Crew Support	636.95	0.00	636.95	n/a
Depot	713.93	1,050.00	(336.07)	-32.0%
Design	91.34	0.00	91.34	n/a
Effigy	14,750.91	10,450.00	4,300.91	41.2%
Electric Fence Post	297.83	0.00	297.83	n/a
EM Team	489.02	520.00	(30.98)	-6.0%
ExCom	0.00	0.00	0.00	n/a

FAST	0.00	520.00	(520.00)	-100.0%
Finance	12,679.75	16,995.00	(4,315.25)	-25.4%
Fire Safety	4,000.00	4,500.00	(500.00)	-11.1%
Gate	1,290.87	1,000.00	290.87	29.1%
Greeters	462.45	710.00	(247.55)	-34.9%
Health & Safety	4,471.09	4,730.00	(258.91)	-5.5%
Kitchen	20,253.30	26,345.00	(6,091.70)	-23.1%
Leave No Trace	78.26	270.00	(191.74)	-71.0%
Medics	14,226.00	16,000.00	(1,774.00)	-11.1%
MPW	36,547.46	44,345.00	(7,797.54)	-17.6%
Sanctuary	2,180.28	1,580.00	600.28	38.0%
Sanitation	38,157.23	45,600.00	(7,442.77)	-16.3%
Security	23,995.00	25,999.00	(2,004.00)	-7.7%
Site Managers	1,136.98	1,150.00	(13.02)	-1.1%
Site Office	2,328.46	3,120.00	(791.54)	-25.4%
Social Media	519.61	1,480.00	(960.39)	-64.9%
Sound Management	3,605.26	3,560.00	45.26	1.3%
Summit Comms	1,499.85	2,300.00	(800.15)	-34.8%
Summit ExCom	468.70	3,800.00	(3,331.30)	-87.7%
Summit KAC	1,313.70	1,800.00	(486.30)	-27.0%
Summit Safety	0.00	0.00	0.00	n/a
Sustainability	0.00	400.00	(400.00)	-100.0%
Swag Generic	0.00	499.00	(499.00)	-100.0%

## Profit and Loss

Kiwiburn Incorporated For the year ended 31 March 2020

Account	2021	Budget	Variance	Var %
Temple	15,475.91	10,450.00	5,025.91	48.1%
Theme Camps	999.81	560.00	439.81	78.5%
Ticketing (wrist bands, event guides, stickers etc)	4,741.35	5,318.00	(576.65)	-10.8%
Town Planning	717.21	770.00	(52.79)	-6.9%
Traffic & Parking	407.16	2,130.00	(1,722.84)	-80.9%
Volunteer Engagement	0.00	6,000.00	(6,000.00)	-100.0%
Volunteer Management	125.30	2,120.00	(1,994.70)	-94.1%
Web Services	945.00	950.00	(5.00)	-0.5%
Working Bee	4,814.63	9,825.00	(5,010.37)	-51.0%
Overheads:				
Site costs	40,000.00	40,000.00	0.00	0.0%
Depreciation	5,673.93	6,700.00	(1,026.07)	-15.3%
Legal	0.00	3,000.00	(3,000.00)	-100.0%
ANZ Leadership Summit	0.00	2,000.00	(2,000.00)	-100.0%
Donation - Kiwiburn Arts & Culture Society	25,000.00	0.00	25,000.00	n/a
Donation - St John First Response Hunterville	2,000.00	0.00	2,000.00	n/a
Prior year adjustments	(1,000.00)	0.00	(1,000.00)	n/a
Miscellaneous	44.34	0.00	44.34	n/a
<b>Total Operating Expenses</b>	<b>314,036.18</b>	<b>340,312.00</b>	<b>(26,275.82)</b>	<b>-7.7%</b>
<b>Net Surplus before Tax</b>	<b>30,132.31</b>	<b>(1,181.00)</b>	<b>31,313.31</b>	<b>-2651.4%</b>
Taxation	51.80	0.00	51.80	n/a
<b>Net Surplus After Tax</b>	<b>30,080.51</b>	<b>(1,181.00)</b>	<b>31,261.51</b>	<b>-2647.0%</b>

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### **Tax Calculation**

Net Surplus before Tax	30,132.31	(1,181.00)
Less: Membership Fees (tax exempt income)	(28,931.52)	(28,696.00)
Less: Donations (tax exempt income)	(14.90)	
	1,185.89	(29,877.00)
Less: Incorporated Society allowance	(1,000.00)	(1,000.00)
Taxable Income/(Loss)	185.89	(30,877.00)
<b>Tax on Taxable Income</b>	<b>51.80</b>	<b>0.00</b>

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## C. Balance Sheet - Kiwiburn Incorporated As at 31 March 2021.

### Balance Sheet Kiwiburn Incorporated As at 31 March 2021

	31 Mar 2021	31 Mar 2020	31 Mar 2019
<b>Assets</b>			
<b>Bank</b>			
<b>Westpac</b>			
Treasury account	\$74,110.84	\$80,035.47	\$174.46
Online Saver account	\$85,348.01	\$85,305.35	\$91,745.97
Operations accounts	\$9,858.56	\$3,946.54	\$366.53
<b>Kiwibank</b>			
Treasury account	\$21,396.03	\$3,000.00	\$0.00
Online Saver account	\$11,310.27		
Operations accounts	\$3,067.51	\$458.14	\$0.00
<b>Prezzy Debit Cards</b>	\$228.64	\$715.19	\$1,201.75
<b>Total Bank</b>	<b>\$205,319.86</b>	<b>\$173,460.69</b>	<b>\$93,488.71</b>
<b>Current Assets</b>			
Accounts Receivable	\$626.04	\$374.53	\$28.24
Prepayments		\$0.00	\$750.00
<b>Total Current Assets</b>	<b>\$626.04</b>	<b>\$374.53</b>	<b>\$778.24</b>
<b>Fixed Assets</b>			
Property Plant & Equipment	\$34,949.57	\$40,623.50	\$33,484.95
<b>Total Fixed Assets</b>	<b>\$34,949.57</b>	<b>\$40,623.50</b>	<b>\$33,484.95</b>
<b>Total Assets</b>	<b>\$240,895.47</b>	<b>\$214,458.72</b>	<b>\$127,751.90</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Accounts Payable	\$22,621.87	\$24,242.64	\$163.92
Accrued Creditors	\$411.85	\$578.26	\$0.00
GST/(Refund)	-\$1,576.92	-\$1,393.06	-\$1,035.48
Income Tax Payable/(Refund)	\$51.80	\$1,724.52	-\$8,928.90
<b>Total Current Liabilities</b>	<b>\$21,508.60</b>	<b>\$25,152.36</b>	<b>-\$9,800.46</b>
<b>Total Liabilities</b>	<b>\$21,508.60</b>	<b>\$25,152.36</b>	<b>-\$9,800.46</b>
<b>Net Assets</b>	<b>\$219,386.87</b>	<b>\$189,306.36</b>	<b>\$137,552.36</b>
<b>Equity</b>			
Current Year Earnings	\$30,080.51	\$51,754.00	-\$19,909.71
Equity	\$16,719.30	\$16,719.30	\$16,719.30
Retained Earnings	\$172,587.06	\$120,833.06	\$140,742.77
<b>Total Equity</b>	<b>\$219,386.87</b>	<b>\$189,306.36</b>	<b>\$137,552.36</b>

## D. Depreciation Schedule: Kiwiburn Incorporated 1 April 2020 to 31 March 2021

### Depreciation Schedule Kiwiburn Incorporated 1 April 2020 to 31 March 2021

Name	Cost	Rate	Purchased	Disposed	1-Apr-20	Purchases	Deprecia- tion	Dispos- als	Accum Dep	31-Mar-21
<b>Computer Equipment</b>										
Toshiba Notebook Computer	\$1,644.40	50.0% DV	8/1/2016		\$137.03	\$0.00	\$68.52	\$0.00	\$1,575.89	\$68.51
<b>Total Computer Equipment</b>	<b>\$1,644.40</b>				<b>\$137.03</b>	<b>\$0.00</b>	<b>\$68.52</b>	<b>\$0.00</b>	<b>\$1,575.89</b>	<b>\$68.51</b>
<b>Kitchen Equipment</b>										
BBQ Matador 6 burner	\$781.74	30.0% DV	1/11/2020		\$723.11	\$0.00	\$216.93	\$0.00	\$275.56	\$506.18
<b>Total Kitchen Equipment</b>	<b>\$781.74</b>				<b>\$723.11</b>	<b>\$0.00</b>	<b>\$216.93</b>	<b>\$0.00</b>	<b>\$275.56</b>	<b>\$506.18</b>
<b>On-Site Structures</b>										
Marquee Hercules polyester 3Mx6M	\$1,546.96	40.0% DV	1/23/2018		\$501.22	\$0.00	\$200.49	\$0.00	\$1,246.23	\$300.73
Marquees x2 Toughout Polyester	\$728.68	40.0% DV	1/7/2018		\$236.09	\$0.00	\$94.44	\$0.00	\$587.03	\$141.65
MPW Structures - 2016	\$2,905.66	16.0% DV	1/12/2016		\$1,388.77	\$0.00	\$222.20	\$0.00	\$1,739.09	\$1,166.57
MPW Structures - 2017	\$4,617.09	16.0% DV	1/1/2017		\$2,627.10	\$0.00	\$420.34	\$0.00	\$2,410.33	\$2,206.76
MPW Structures 2018 Greeters Structure	\$3,421.65	16.0% DV	1/1/2018		\$2,317.74	\$0.00	\$370.84	\$0.00	\$1,474.75	\$1,946.90
MPW Structures 2018 Ops Office	\$5,500.00	16.0% DV	1/1/2018		\$3,725.57	\$0.00	\$596.09	\$0.00	\$2,370.52	\$3,129.48
MPW Structures 2020 Event Management Office	\$2,500.00	16.0% DV	1/1/2020		\$2,400.00	\$0.00	\$384.00	\$0.00	\$484.00	\$2,016.00
<b>Total On-Site Structures</b>	<b>\$21,220.04</b>				<b>\$13,196.49</b>	<b>\$0.00</b>	<b>\$2,288.40</b>	<b>\$0.00</b>	<b>\$10,311.95</b>	<b>\$10,908.09</b>
<b>Plumbing</b>										
Water tank 1000L ProMax Mint Green	\$707.75	16.0% DV	1/7/2020		\$679.44	\$0.00	\$108.71	\$0.00	\$137.02	\$570.73
<b>Total Plumbing</b>	<b>\$707.75</b>				<b>\$679.44</b>	<b>\$0.00</b>	<b>\$108.71</b>	<b>\$0.00</b>	<b>\$137.02</b>	<b>\$570.73</b>



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**Power Equipment**

3.6 kva generator	\$1,865.22	20.0%	DV	1/13/2016	\$725.80	\$0.00	\$145.16	\$0.00	\$1,284.58	\$580.64
Chain saw	\$630.43	67.0%	DV	1/13/2016	\$6.22	\$0.00	\$4.17	\$0.00	\$628.38	\$2.05
DeWalt Table Saw & Stand	\$999.85	67.0%	DV	1/9/2018	\$90.65	\$0.00	\$60.74	\$0.00	\$969.94	\$29.91
Generator EG5500CX	\$2,691.30	10.0%	DV	12/23/2014	\$1,536.21	\$0.00	\$153.62	\$0.00	\$1,308.71	\$1,382.59
Inverter Generator	\$2,130.43	10.0%	DV	3/19/2015	\$1,247.52	\$0.00	\$124.75	\$0.00	\$1,007.66	\$1,122.77
Propane Hot Water Heater	\$538.04	16.0%	DV	3/30/2015	\$222.02	\$0.00	\$35.52	\$0.00	\$351.54	\$186.50
Water pump Ecojet 1000 PC 230V	\$568.25	20.0%	DV	1/31/2018	\$345.50	\$0.00	\$69.10	\$0.00	\$291.85	\$276.40
<b>Total Power Equipment</b>	<b>\$9,423.52</b>				<b>\$4,173.92</b>	<b>\$0.00</b>	<b>\$593.06</b>	<b>\$0.00</b>	<b>\$5,842.66</b>	<b>\$3,580.86</b>

**Resource Consent - Cooks Road****Site**

Resource Consent - Cooks Road Site	\$4,800.81	10.0%	SL	4/1/2019	\$4,320.73	\$0.00	\$480.08	\$0.00	\$960.16	\$3,840.65
Resource Consent Cooks Road Hunterville	\$1,467.83	10.0%	SL	7/6/2018	\$1,321.05	\$0.00	\$146.78	\$0.00	\$293.56	\$1,174.27
<b>Total Resource Consent - Cooks Road Site</b>	<b>\$6,268.64</b>				<b>\$5,641.78</b>	<b>\$0.00</b>	<b>\$626.86</b>	<b>\$0.00</b>	<b>\$1,253.72</b>	<b>\$5,014.92</b>

**Storage Containers**

1 x 20' Shipping container	\$2,545.00	10.0%	DV	1/28/2015	\$1,465.23	\$0.00	\$146.52	\$0.00	\$1,226.29	\$1,318.71
1 x 20' shipping containers	\$1,086.95	7.0%	SL	3/18/2014	\$624.07	\$0.00	\$76.09	\$0.00	\$538.97	\$547.98
1 x 20' shipping containers	\$1,086.95	7.0%	SL	3/18/2014	\$624.07	\$0.00	\$76.09	\$0.00	\$538.97	\$547.98
20' container SKYU2336492	\$4,260.00	10.0%	DV	12/4/2019	\$4,118.00	\$0.00	\$411.80	\$0.00	\$553.80	\$3,706.20
20' shipping container for storage	\$5,281.25	10.0%	DV	2/5/2018	\$4,206.52	\$0.00	\$420.65	\$0.00	\$1,495.38	\$3,785.87
20' Storage container	\$3,100.00	10.0%	DV	1/22/2016	\$1,983.06	\$0.00	\$198.31	\$0.00	\$1,315.25	\$1,784.75
Geodesic Dome	\$3,913.04	40.0%	DV	1/14/2016	\$456.41	\$0.00	\$182.56	\$0.00	\$3,639.19	\$273.85
Storage Container - Titan	\$3,650.00	10.0%	DV	1/1/2017	\$2,594.32	\$0.00	\$259.43	\$0.00	\$1,315.11	\$2,334.89
<b>Total Storage Containers</b>	<b>\$24,923.19</b>				<b>\$16,071.68</b>	<b>\$0.00</b>	<b>\$1,771.45</b>	<b>\$0.00</b>	<b>\$10,622.96</b>	<b>\$14,300.23</b>

<b>Total</b>	<b>\$64,969.28</b>				<b>\$40,623.45</b>	<b>\$0.00</b>	<b>\$5,673.93</b>	<b>\$0.00</b>	<b>\$30,019.76</b>	<b>\$34,949.52</b>
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