



*Directors Report
October 2014*



By

Karyn Reynolds on behalf of the Directors

20 October 2014

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1. OVERVIEW

1.1 ACHIEVED SINCE LAST REPORT

- 1.1.a Bosberaad – another successful bouseberaad attended by most of the members, all of the Directors and part of the Ops team.
- 1.1.b Directors meetings
 - Directors meetings are currently held once a week on Thursday evenings.
 - Directors are currently meeting bi weekly (with HR support) to address the current HR requirements of the organization.
 - Directors have agreed to meet with Financial lead once a month
 - Directors have agreed to meet with Liaison twice a month. Liaison has been on leave and is now working in Pretoria this has therefore not started yet
- 1.1.c Directors news letter
 - News letter has been sent out after the last 3 directors meetings to keep Members and staff updated with current decisions and challenges the directors are facing
- 1.1.d Special members meetings:
 - 2 x special members meetings have been held around new policies that need to be ratified at the AGM, these were held on the 13th and 27th of September 2014
- 1.1.c Operations meetings continue every second Tuesday.
- 1.1.d Basecamp - Working on new project management tool with the team – Basecamp. Where everyone is kept up to date on what is happening as well as the tasks they might have.
- 1.1.e Get Smarter courses – Jacqui has completed the Human Resource (HR) management short course, Liz is busy with the Non Profit Organisation Management short course, and Karyn has completed the Event Management short course.
- 1.1.f The theme for the 2015 event has been announced – it is “The Gift”
- 1.1.g Ticket sales announcement went out as scheduled on the 1st of October

1.2 CONCERNS

- 1.3.a The buy in for basecamp is approx. 70%, we are concerned about those resisting it
- 1.3.b Boseberaad workgroups – some of these need attention from members
- 1.3.c Reports not been handed in, despite several calls for them

2. HUMAN TALENT

2.1 ACHIEVED

- 2.1.a Bi-weekly meetings with HR Support
- 2.1.b Address the current HR requirements of the organization. These include:
 - Completion of Job reviews
 - Current employee position re-shuffle
 - Rewriting of contracts to fit into the basic South African law requirements
 - Advertising for new positions
 - Interviewing potential candidates and employing the right people
 - Writing employment policies as are required by South African law minimum standards
 - Employee code of conduct

2.2 GOALS

- 2.2.a Complete the current review process, to define KPI's for each Job Description and write up new contracts as per the new templates by the end of October
- 2.2.b Start advertising for new positions as required by Org structure

2.3 CONCERNS

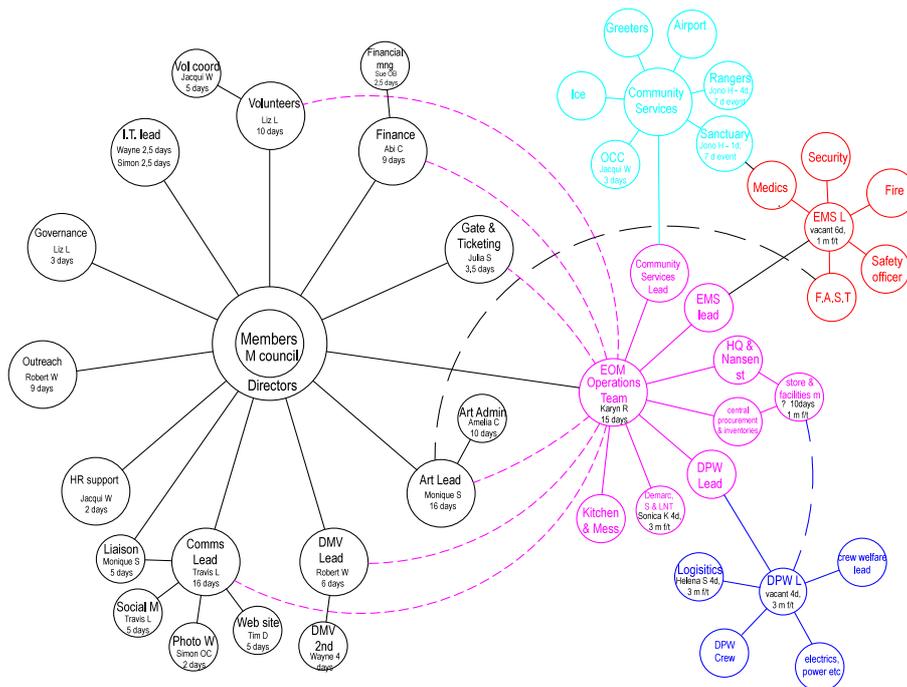
- 2.3.a Nailing down the Org structure in order to advertise for the new positions
- 2.3.b Define who's job it is to write up the job contracts and JD's – this is not tasked to anyone currently and is falling through the cracks.
- 2.3.c The time that the job reviews are taking to be completed
- 2.3.d Concern over the H.R. capacity in the organisation, we have grown our employees but not done the same with our H.R. department or development there of, although we have made improvements, I would suggest looking at other organisations the same size as ours and compare ourselves and our needs.

3. ORG STRUCTURE

3.1 ACHIEVED

- 3.1.a. Org Structure diagram has been proposed by the directors, with some tweaks from the last members meeting. Below is a revised org structure.
- 3.2.b Org structure ideas from different parties were presented at the special members meetings.
- 3.2.c Proposed Org structure diagram:

PROPOSED NEW ORGANISATIONAL STRUCTURE



3.2 GOALS

- 3.2.a Finalize an organizational structure diagram together that does the best it can to describe AfrikaBurn
- 3.2.b Finalize and approve new structures that have been proposed.

3.3 CONCERNS

- 3.3.a. Getting the org structure diagram accurate
- 3.3.b Process taking to long and impacting on some staff not being able to fulfill their current Job positions due to picking up the work of others.

4. BOSBERAAD WORK GROUPS

4.1 ACHIEVED

- 4.1.a. Compensation Oversight Committee (COC) – Richard, Sebastian and Jacqui have met, drawn up and circulated a document to all members, directors and staff.
- 4.1.b. Role of members – draft policy has been drawn up and circulated for comment
- 4.1.c. Internal Communications – Graeme, Brad, Sam, Simon G and Wayne are in progress with a draft policy.
- 4.1.d. Conflict Resolution – Directors and Paul Barker have met for conflict resolution, the process is ongoing. Lisa and Marissa are facilitating all conflict resolution moving forward.
- 4.1.e. Burner Bio – This is looking amazing – Simon G is working hard on this
- 4.1.f. Outreach network expansion – members and meetings to be established
- 4.1.g. H&S compliance needs and issues - members and meetings to be established
- 4.1.h. Hostel / green initiative - members and meetings to be established
- 4.1.i. Property Ownership – Graeme & Richard - meetings to be established
- 4.1.j. Sanctuary - members and meetings to be established
- 4.1.k. HR Committee- Jacqui and Jono – has met and is working on a staff code of conduct and a staff hand book
- 4.1.j. Elders proposal - members and meetings to be established
- 4.1.l. Toilets - members and meetings to be established
- 4.1.m. Members code of conduct - draft policy has been drawn up and circulated for comment.
- 4.1.n. San Clan, references, history and the Tankwa area - members and meetings to be established
- 4.1.o. Mentorship – Travis - members and meetings to be established
- 4.1.p. Nansen St - members and meetings to be established

4.2 GOALS

- 4.2.a Members of each workgroup to get together and meet, draft policies and ideas, circulate and get feedback

4.3 CONCERNS

- 4.3.a These workgroups never meet, solutions are never generated, cycle is perpetuated.

5. LEGAL COMPLIANCE

5.1 ACHIEVED

- 5.1.a. VAT apportionment ruling from SARS (non binding)

Summary from Abi:

- We need direction from Philip Haupt as to how we go about obtaining a final ruling on Ms McClusky's non-binding opinion. Liz has mailed Philip and will follow up asking for an email response. I don't feel it is necessary for us to meet with him at this stage.
- In the meantime I will be meeting with Richard Voller to look at the outstanding vat periods together, and ascertain whether it will be worth it to reopen the books for that period and claim the input vat.
- I will also calculate the apportioned amounts of output vat that will need to be moved into the income account for the past 4 years.
- Once we have an indication from Philip as to how to proceed with SARS, I will liaise with AS Pocock as to how we can go about making the above changes to the already audited financials.
- And then finally once the outstanding Vat returns have been submitted, and the adjusting journals have been passed, Pocock will be able to calculate and submit the income tax returns for 2011, 2012 and 2013.
- Only once the above items have been concluded will it be worth applying for tax clearance.

I will tackle the above work as fast as possible - I want this concluded just as much as all of you do! But I'm not prepared to commit to a time frame, as it is a fair amount of work that requires careful attention, and I'm not prepared to rush through it.

- 5.1.b Liaised with the insurance company to drop R25K excess for fire payouts to R15K

5.2 GOALS

- 5.2.a. Conclude VAT apportionment ruling – Bean team is treating it as a high priority
- 5.2.b NPO - application
- 5.2.c Tax clearance certificate
- 5.2.e Decide on paying or not paying the excess on the insurance claim – this to members to decide who are awaiting more information from insurance company, this has not been forthcoming thus far.

5.3 CONCERNS

- 5.1.a. Timeous conclusion of insurance claim

6. ASSETS AND INVENTORIES

6.1 ACHIEVED

- 6.1.a. Received Inventory from DPW at the end of the 2014 event

6.1.b Inventory of all stretch tents loaded in the repository

6.2 GOALS

- 6.2.a. Tankwa Trip for a week before the Starry Night weekend to inventory Climax and work on a Plan of Action to move Climax to Anti Climax
- 6.2.b Improve the Storage at Nansen
- 6.2.c Mark every piece of equipment AB owns and capture it into an Asset register
- 6.2.c Stores manager at Nansen St, where all AB assets are signed out and in

6.3 CONCERNS

- 6.3.a. Rolling out the process of marking all equipment and capturing into an Asset Register
- 6.3.b Filling the role of stores manager

7. TICKETS & BURNER BIO FOR AFRIKABURN 2015

7.1 ACHIEVED

- 7.1.a. Burner Bio has been put together by Simon Goddard and team, the interface looks like facebook, where burners can interact with each other.
- 7.1.b Ticket dates and prices as outlined by Julia:

NB Dates & Times

Wed 15 th October	Testing the Quicket system and BB
Mon 17 th November	Creative Crew ticket distribution starts
Fri 19 th December @ 12h00	1 st General Sales
Wed 28 th January @ 23h59	All Creative Crew tickets released into General Sale
Friday 30 th January @ 12h00	2 nd General Sales (all left over Managed tickets)
Mon 2 nd February @ 9h00	STEP Opens

Motivation as to why we sell all left over managed tickets in January & not Dec - is because I can tell you right now (based on my 4 years experience in this) - that this time of year and the short notice, and lead time in which to buy these tickets will mean that half creative crews won't get their shit together in time to buy their tickets We will release the tickets into general sales, and afterwards sit with the admin of providing HUGE Creative projects with tickets, from a non existent pot. (last year, the crews that lost their tickets to general sales were: MASHED, Daya Heller's group, Stock Exchange, most of the Subterrefuge crew ..this if to name a few... but I'm sure you can appreciate where I'm coming from?

Ticket price and amounts available:

Ticket Type	Price	Amount
Kids Tickets	R160 Ex Vat/ R183 Vat incl	Unlimited
Community Tickets	R160 Ex Vat/ R183 Vat incl	300
Low Income Tickets	R641 EX Vat/ R731 Vat incl	200
Artists Tickets	R641 EX Vat/ R731 Vat incl	300
Acknowledgement Tickets (Sub)	R641 EX Vat/ R731 Vat incl	800
Acknowledgement Tickets (Full)	R929 EX Vat/ R1059 Vat incl	500
Creative Crew (Full)	R929 EX Vat/R1059 Vat Incl	3700
Happy Tickets	R929 EX Vat/R1059 Vat Incl	(60 x 5) 300
General Sales	R929 EX Vat/R1059 Vat Incl	3700
TOTAL		9800

Who gets Free Tickets?

Service Providers (all who get paid by us to provide a service to US - not Burners, US) AB Organisation (all on the payroll) DPW Clan Crew Select Huge Artworks (motivated by artcom)

7.1.b Looking at team building experiences

7.2 GOALS

7.2.a. To roll out the ticket process as per above as seamlessly as possible.

7.3 CONCERNS

7.3.a. Getting the system role out as smoothly as possible

8. BUDGET 2015

8.1 ACHIEVED

8.1.a. Worked with all portfolios to get the budget down by approx. 1.8 million Rand, Graeme worked on the budget, presenting different scenarios to the members to vote on.

8.1.b The 2015 Budget bottom line was provisionally signed off in the special members meeting on the 13th of September, with 9800 participants excluding children under the age of 14 and service providers, and the ticket prices as per above in the ticket section.

8.2 GOALS

8.2.a. To get the full Budget signed off at the AGM held on Saturday the 25th of October 2014

8.3 CONCERNS

8.3.a. To get the budget completely signed off

9. TEAM BUILDING

9.1 ACHIEVED

9.1.a. Presentation by Dugan Fraser, Anna Cowen and John Ziniades about the holacracy model at the special members meeting

9.1.b A proposal from Dugan Fraser, Anna Cowen and John Ziniades is on the table for the directors to discuss (as of 14 October)

9.1.c The directors have approved a monthly retainer for Lisa and Marissa; for ongoing facilitation and conflict resolution as required. Lisa and Marissa have volunteered their time prior to this negotiated monthly charge



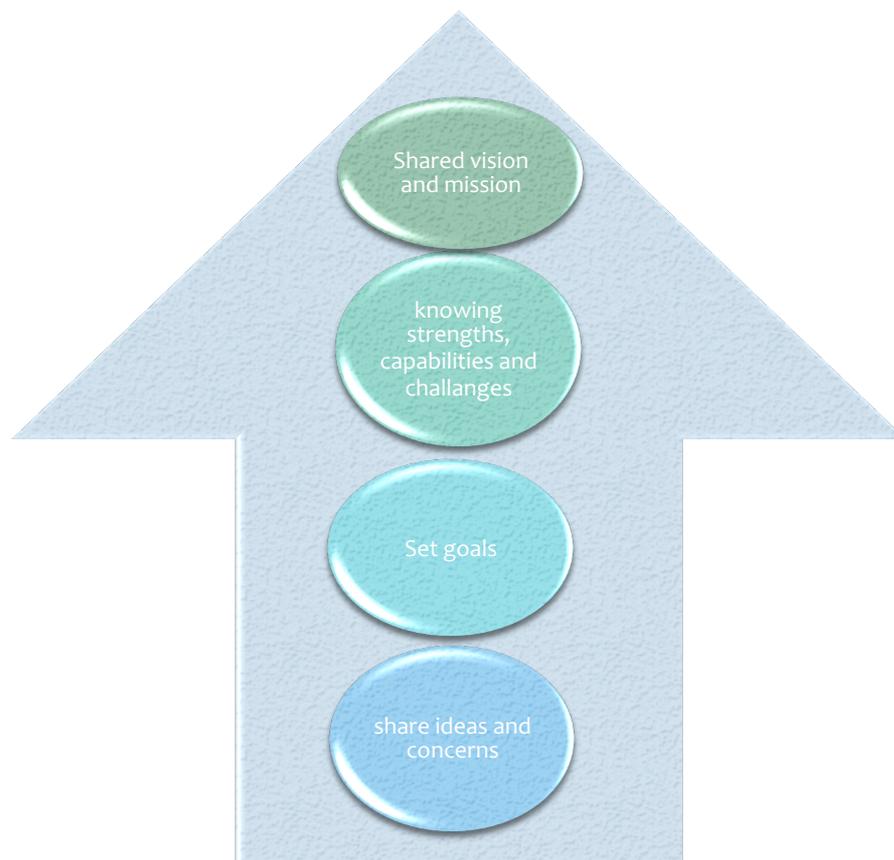
9.2 GOALS

9.2.a. To have an effective team that works together and we have each other's backs.

9.3 CONCERNS

9.3.a. Current team is fragmented, political and wrought with personal agendas.

9.3.b. Suggestions roll around and around, with no approval of or consensuses being reached, and no training and team building takes place – this is very frustrating



10. REPORTS SEPT/OCT 2014

10.1 ACHIEVED

- 7.1.a. Collected Reports form most portfolio leads.
- 7.1.b. See attached Portfolio summary

10.2 GOALS

- 10.2.a. All Portfolio leads to hand in reports on time.

10.3 CONCERNS

- 10.3.a. Reports not handed in by some Portfolio Leads that remain outstanding (see report summary attached)

11. DIRECTORS MONTHLY NEWS LETTERS

11.1 ACHIEVED

- 11.1.a. Sent out 3 weekly news letters to get everyone up to speed and informed. (please review these for more information) link on the repository:
https://drive.google.com/drive/u/0/#folders/0B_CZuIWwOAC5b2FtVjdpSUlpN00/0B_CZuIWwOAC5QINtOFIzd2NQY28/0B3EGjjmyZf3wZUZBUEFhY3FsekE
- 11.1.b. News letters to be sent out monthly in future

11.2 GOALS

- 11.2.a. Monthly directors newsletters with current information, keeping everyone up to date

11.3 CONCERNS

- 11.3.a. No current concerns.

12. IN CONCLUSION

- 12.1.a. The directors have faced a challenging year, grappling with:
 - The employment of full time staff without having the necessary skills to roll this out in the most effective way;
 - Effective induction, deployment, training and up skilling of employees.
 - Management of staff, including performance, the lack thereof, the implementation of a system to track performance, competency and the best way to handle lack of performance.
 - Introducing and managing change in the organization in order to facilitate the growth of the event;
 - Facilitating compliance of the event in terms of the health and safety requirements and laws;

- Conflict and conflict resolution;
- Job review process

12.2 GOALS

- 12.2.a. Develop a Human Resource Management (HRM) plan to Attract, Engage, Develop and Retain the right staff, and to address the issues raised above.
- 12.2.b. Develop policies about bullying and harassment of staff and volunteers.
- 12.2.c. Develop HRM strategies, to support and align with AB principles and strategies, including restructuring strategies, recruiting strategies, training and development strategies, outsourcing strategies and collaboration strategies.

12.3 CONCERNS

- 12.3.a. – *This is my personal opinion as Karyn.*

I think it would be fair to say that we as an Organisation know how to put on a successful event, and with some tweaking here and there we can only get better.

What is concerning, however, is the ineffective team of humans working together.

We are incapable of taking a hard line when people do not perform, preferring to avoid addressing the issues. This creates a perpetual cycle of incompetency, and a very frustrated team.

These issues urgently need to be addressed as this Organisation is in crisis. We will lose a lot of very competent and motivated staff if we do not address these issues.

I have personally lost my motivation and feel completely drained by the internal bashing and conflict in this organisation. We need to move towards more acknowledgement of each other, and less finger pointing to drive personal agendas.

Thank you all for reading this report

Please contact directors@afrikaburn should you require more information

Prepared by:

Karyn Reynolds on behalf of the directors.

Thanks to all my fellow directors for reviewing and adding information as required.