LEARNING FROM DISASTERS
THE LOVEPARADE
(Duisburg, Germany 2010)
WHAT CAN / MUST WE LEARN?

Sabine Funk, 22.02.2019

INTERNATIONALES BILDUNGS- UND TRAININGSZENTRUM FÜR VERANSTALTUNGSSICHERHEIT

SABINE FUNK

EDUCATION
- ✓ Master Eventtechnology
- ✓ Health & Safety Officer
- ✓ Business economist
- ✓ Crowd & Safety Manager, FdA, BA (Hons)

EXPERIENCE
- ✓ working in the event industry since 1992
- ✓ general manager events > 50.000 since 2000
- ✓ consulting & education since 2007

TODAY
- ✓ Education (lectures, workshops, trainings) & research
- ✓ Consulting Service (promoters & licensind authorities)
- ✓ General Manager IBIT – International Centre for Education & Training in Crowd Safety Management

The Loveparade Disaster

On July 24th 2010, 21 one people died, more than 500 were injured in a crowd crush during the Techno Event Loveparade in Duisburg, Germany

Everyone working at events will remember this (maybe forever)

BUT: „TO REMEMBER" is not enough!

Of course: everyone wants to know

- **What happened**
    - **Stampede?**
    - **Individual fault?**
    - **Fate? Accident? Coincident?**
- Why did this happen
- Who is liable? Who is GUILTY?

BUT: „BEING INTERESTED " is not enough!

Of course: everyone wants to know

- **Why did this happen**
  - **Bad ingress management?**
  - **Bad emergency management?**
  - **Lack of communication?**
  - **Bad / wrong crowd control measures?**
  - **Too many people at all?**
  - **Wrong event site?**
  - **…**
- **Who is liable? Who is GUILTY?**

BUT: „BEING INTERESTED " is not enough!

Of course: everyone wants to know

- **Who is liable? Who is GUILTY?**
    - **The promoter?**
    - **The licensing authority?**
    - **The construction authority ?**
    - **The police?**
    - **The security company?**
    - **The mayor of Duisburg?**

BUT: „BLAMING OTHERS " is not enough!

The trial started in 2017 and ended for 7 out of 10* defendants in 2019 with a penalty

Because
- **It was not a single fault**
- **It was not a single person**
- **It was not a single reason**

Instead
-> Interrelation of different factors
-> concurrence

* 3 defendants want a decision / a verdict – for them, the trial continues

21 people died, more than 500 were injured because of a chain reaction / a series of reaction

It is NOT possible to identify WHAT the central problem / fault / the trigger was

The event was like a balloon: wherever you stick a needle into it: it will explode.

Planning has to be RESILIENT

You HAVE TO MAKE SURE that whenever one component fails, there is a
- **replacement or**
- **a plan B**

if you have a vulnerable system (limited space) than you need more than just a plan (close the entrance) but a Plan B (what happens, if the closure fails)

WHAT CAN WE LEARN?

When everything is „only just"

When you've „just made it"

(just enough time / ressources etc.)

Than you create a highly vulnerable (= dangerous) system

A PROBLEM IN A RESILIENT SYSTEM …

… can be solved / fixed….
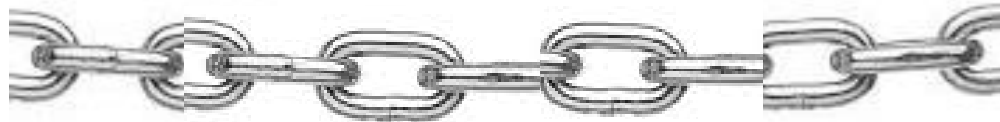
WHAT CAN WE LEARN?

A PROBLEM IN A VULNERABLE SYSTEM …

… can be the beginning of something much bigger…

A root or a fence lying on the ground …
- If you have someone to control the site
- If you have someone to remove the obstacle
- If you have someone to control the measures

… then they won't be a problem.

And even if someone falls
- If you have enough space
- If you have enough staff

… than it won't be a problem, neither

But if not, than they probably turn into a (deadly) tripping hazard

Create a shared mental model with all people involved.

(If people have different understanding / ideas, then trainings / exercises can help to develop this shared understanding of what „safe" event is)

Real world

Information feedback

Decision

decision-making rules
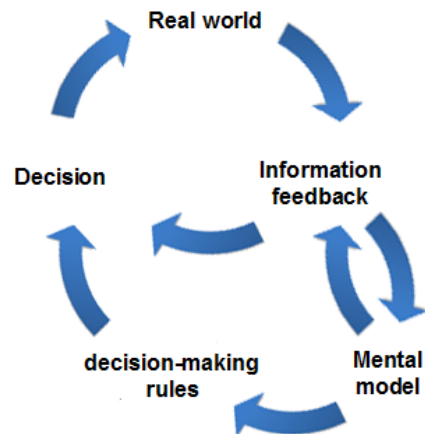
Mental model

„Teams that perfom well hold shared mental models" (Rouse, Cannon-Bowers, Salas 1992)

https://commons.wikimedia.org/wiki/File:Smycka3eng.png

MAKE SURE THIS CANNOT HAPPEN TO YOU

Do a proper risk assessment.

Don't ignore things because they
look bad in the risk assessment.
If there is a high risk –
there is a high risk –
regardless if you write it down
or not
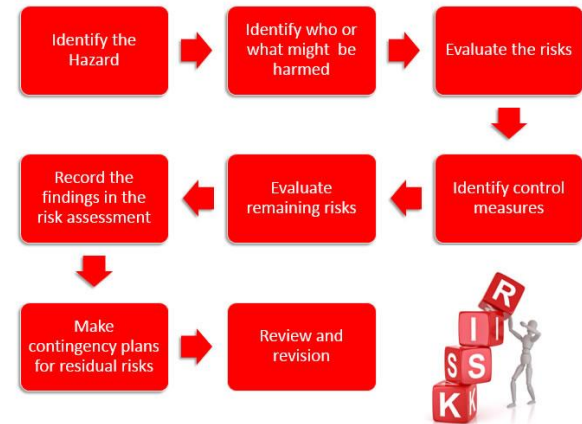
By writing it down you make sure, everyone is aware –
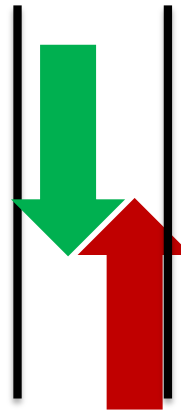and everyone has to say yes / no in regard to accepting
the risk

Visualize as much as possible.

Sometimes, a coloured line says more than a column of numbers

Make sure, everyone REALLY understands!

Learn from others.

Be happy, that nothing happened to you yet. But make sure that you learn from things happend to others.

ALWAYS ASK:
- **How would I /**
  How would we deal with a situation like this ?
- **Can this happen to us, also?**
- **What can we learn from this?**

Learn from others.

NETWORK! SPEAK! EXCHANGE

Sometimes others know more than you. Perfect!

Don't be arrogant & ignore that. It's a CHANCE!

MentalModel.jpg

By creating strong partnerships, networks and shared mental models you will not only make sure that you will plan the best event possible … … but you also will be able to stand political pressure (which is a good start not to repeat what happend on the 24th July, 2010 in Duisburg / Germany)

THANKS FOR YOUR ATTENTION!

Sabine Funk – IBIT GmbH

sabine.funk@ibit.eu

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