KEY PARTNERS

SVENSK ELITFOTBOLL

IN COLLABORATION WITH

GÄLÖSTIFTELSEN

SUSTAINABILITY PARTNER

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Foreword: ENABLE Sweden and football

“Fun time together and great stadium atmosphere.” “Public order disturbances and flares.” The phrases associated with Swedish football depend on whom you ask. However, the commitment and passion are usually the same. Swedish football plays an important role in society but places high demands on all key actors. ENABLE Sweden wants to support the work of everyone involved in the creation of positive football atmosphere experience.

Football supporters are the subject of constant debate: in the media news reports, around the coffee tables at our workplaces and in the meeting rooms at Swedish authorities. The topic is often controversial and the discussions are characterized by heated emotions and sometimes radical proposals.

While the interests of football clubs, the police and football supporters can sometimes coincide, the common interest is often marred by conflict. This can be expressed in different ways: for example through unacceptable behaviour by individuals in connection with football matches, or public outcries about whether one actor or another is living up to their responsibilities.

Every serious incident places a strain on patience and relationships. Every negative story brings us closer to a situation where external pressure imposes measures that are beyond the control of the football system. But the outside world’s pressure for quick solutions to problems like, for example, order disturbances tend to be counterproductive. Proposals mentioned in the public debate are often characterized by demands that “something should be done” that “put an end” to insecurity, pyrotechnics and young men in groups sometimes behaving aggressively.

In an international comparison, Sweden has come a long way in terms of collaboration, but relations are tested when the external pressure grows in intensity. This becomes particularly apparent when conflicts are allowed to be expressed in public through media reporting.
This is an expectation that can undermine the results that have been painstakingly achieved. There is no single solution that can overcome the challenges of football, just as there is no single solution that can eliminate road traffic deaths, bullying in school yards, or criminal gangs.

Just as in these cases, efforts to achieve positive developments in connection with football must include a long-term ambition, a systematic process and a variety of methods to gradually solve the problems faced by Swedish football.

ENABLE Sweden’s background, development and current form should be understood within this multifaceted context. The complexity of football, the many stakeholders and intense media attention all create a working environment that can be difficult to handle. Often this complicates the job of putting on welcoming, safe and secure football events with great atmosphere.

In a worst case scenario this pressure could create a feeling among those involved that collaboration is impossible. ENABLE Sweden wants to contribute to stability by being a reasoned, knowledge-based and calm voice in the ongoing conversation.

This document explains how we intend to proceed. We begin in Chapter 1 by providing an introduction to ENABLE. In Chapter 2 we describe our development from the initial foundation of the project in 2014 through to the formation of ENABLE Sweden in 2018. Chapter 3 describes our purpose and our objectives, as well as the general methodology and knowledge base on which our work is founded. In Chapter 4 we give practical examples of this work. We conclude in Chapter 5 by describing our internal organization, our decision and work processes, and our relationship with our main economic partner, the Gålö Foundation.

“We should talk about and collaborate on proven methods and the platforms that are available to implement effective measures in the short and long term. We should manage incidents together and not allow initiatives to end in disaster around us. We should develop proposals together instead. ENABLE Sweden has a key role to play in promoting collaboration and conflict-reducing work at the same time.”

Noa Bachner, Expressen
1 ENABLE SWEDEN IN BRIEF

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Working within Swedish football is challenging. The sport’s benefit to society is enormous, but the stakes are high and the issues complex working in an environment with highly passionated supporters, the media, politics and the public.

Conflicting interests and misunderstandings naturally arise. What’s the best way to create welcoming events and a great stadium atmosphere without jeopardizing safety and security? How can we agree on effective methods for positive outcomes while also preventing conflicts? How can clubs’ goals align with the ambitions of supporters and the duties of the police?

It is these types of questions that ENABLE Sweden wants to help answer.

**OUR AMBITION**

**Inwards**
ENABLE Sweden wants to contribute to the positive and sustainable development of Swedish football, where the football sector, supporters and police work together to identify and achieve common goals.

**Outwards**
ENABLE Sweden wants to contribute to a nuanced, knowledge-based and inclusive public debate about the opportunities and challenges that football offers.
Flag tifo - a common feature on Swedish stands. Here delivered by Malmö FF’s supporters.
ENABLE Sweden took its current form as a foundation following a reorganization of what was a mainly a network-based and research-oriented project. The current set-up was needed to strengthen the organization, broaden its activities and increase the potential benefit for Swedish football.

**Organisation**
ENABLE Sweden is now organised as a foundation with four employees: chairman Filip Lundberg (Stockholm), operations manager Anders Almgren (Gothenburg) and academic experts Jonas Havelund (University of Southern Denmark) and Neil Williams (Keele University).

Key partners are the Swedish Football Association (SvFF), Swedish Elite Football (SEF), Swedish Supporters’ Federation (SFSU) and the Police. ENABLE Sweden is independent and neutral in relation to our partners.

**Purpose**
To support sustainable collaboration within Swedish football along with the development of welcoming, safe, secure and atmospheric elite football events.

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**OBJECTIVES**

- **Strengthen collaboration:** ENABLE Sweden wants to contribute to sustainable collaboration and mutual understanding among football’s main stakeholders, by offering a dialogue platform and a knowledge base for constructive conversations.

- **Knowledge development & dissemination:** ENABLE Sweden wants to participate in the development and dissemination of theoretical and practical knowledge among football’s stakeholders.

- **Method development:** ENABLE Sweden wants to support our partners in developing working methods in their organizations or events by identifying and spreading ‘good practice’ within Swedish football.
Providing perspective on Swedish football

**Method**

- **Neutral approach:**
  In order to be loyal to our purpose and goals, ENABLE Sweden always take a neutral and independent position in relation to our partners. A toned down public profile is part of this approach.

- **Knowledge-based work:**
  ENABLE Sweden strives to rely on empirically documented knowledge when we interact with stakeholders inside and outside of Swedish football.

- **Systematic working methodology:**
  ENABLE Sweden advocates a systematic approach based on knowledge of a problem, directed towards its cause and targeted towards achieving a goal. Consideration should be given to both the specific issue and the overall picture within Swedish football.

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**Knowledge**

- **Cognitive approach:**
  ENABLE Sweden values both academic knowledge and the experience that exists among Swedish football’s actors - and we want to help bring these together. We also want to contribute to translating theoretical knowledge into practically applicable working methods. We endeavour to present knowledge in a form that is valuable for practitioners in the field.

- **Collaboration:**
  ENABLE Sweden sees collaboration as a skilled craft. Like all other work, it must be knowledge-based and systematic. A more detailed review of our starting points and working methods is provided in Chapters 3 and 4.
THE ENABLE PROJECT - THE FIRST FEW YEARS

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The ENABLE project can be traced back to one of Swedish football’s greatest tragedies: the death of a supporter in Helsingborg 2014.

In the best Swedish league, Allsvenskan’s, first round match of 2014, Swedish football was thrown into what was probably its most serious crisis ever. In connection with the match between Helsingborgs IF and Djurgårdens IF, serious disturbances arose between the teams’ supporters. After being subjected to violence by an opponent, a Djurgårdens IF supporter died.

The entire football community was shaken to its core and a fierce public debate followed. In many cases, the debate was driven by heated emotions but also with a lack of insight into how work with football events is conducted and how the complex mechanisms in the football sector function.

Thus, the more strident tones jeopardized the many structures and working practices already established in football’s event management. It became clear that there was a need for a nuanced debate based on knowledge rather than emotions.

In this vulnerable position, Filip Lundberg, the sustainability manager at Djurgården, contacted Clifford Stott, a world leading expert in crowd management in football. Shortly afterwards, the Danish academic Jonas Havelund, who had worked with Danish football clubs, supporters and police for more than ten years, was also included in the conversation.

With generous financial support from the County Administrative Board in Stockholm and later the Gålö Foundation, they started a collaboration that gradually developed into the ENABLE project.

Almost five years have now passed since the tragedy in Helsingborg, but it is still relevant to us. The circumstances that preceded ENABLE’s foundation still remind us of why the work is so important.

“Football is a positive force. This must be our starting point. Just as society is challenged by people with their own interests, the same thing applies to football. One has to understand the interaction. In my role as county governor, I have followed how hard the football clubs work to overcome the challenges that lie ahead of them. But they also need help from society. ENABLE is a guarantor for the quality of that work.”

Chris Heister,
County Governor of Stockholm County
2012-2017
Football is sometimes called the chess of the green field. It is a complicated game, both on and off the pitch.
The years that have passed since ENABLE’s origins have been daunting, but they have also seen development for both Swedish football as a whole and for ENABLE. Changing needs have resulted in changes in our work.

As a new actor in the highly vulnerable football sector at the time, it was necessary to build up credibility and legitimacy. ENABLE therefore started from existing international knowledge and further developed it based on Swedish conditions. In the early years, the work was mainly conducted as a network-based observation activity with the actors linked to Swedish football and an international collaboration with academics and police officers, mainly from the UK and Denmark. The focus was on studying the work around Swedish football events and producing scientific reports that could be feeded into the development work within football.

The main points were to mobilize support for the project among the actors involved in football, to build up legitimacy as a knowledge institution and to build trust among partners for ENABLE as a neutral entity. These were all essential prerequisites for the development of today’s operations.
However, much has happened since 2014. Swedish football has developed considerably with regard to events. The operations have become increasingly professional and the level of knowledge and experience has increased in both club organisations and the police. But while old problems have been avoided, new challenges have arisen. ENABLE has therefore had reason to continuously evaluate its own operations.

In response to the fact that partners, both in the football sector and in the police, called for greater accessibility and a clearer operational presence, a change of direction began. Prior to 2017, ENABLE recruited its first full-time employee, Anders Almgren, who became project manager in the development of the organisation, and Neil Williams, who strengthened the academic capacity.

The ambition was to further develop collaboration with the key actors, i.e. the football organisations, the supporter community and the police, to engage in discussions with them in order to evaluate and to reinforce ENABLE as a resource for football and for the police. A decisive step was taken during the winter of 2017-2018, when a thorough internal review and reorganization was conducted in close consultation with our key partners. The result was the formation of ENABLE Sweden, with a changed focus of operations and a new working concept.

The police have been a close and active partner since ENABLE’s foundation. Here they are represented by the Supporter Police in Malmö.
In early 2018, a fundamental change to the ENABLE project was initiated, as a result of a review of our operations in consultation with our partners. The ambition was that we would respond more clearly to the needs of Swedish football today. The change process was ongoing throughout 2018.

The goals of the review of operations and the subsequent changes have been great. What we are endeavouring to achieve is:

- Greater focus on Sweden and the Swedish football context
- Greater focus on operational, and practical benefits for partners (and less on academic production)
- A better balance among partners (compared to the previous strong emphasis on the police)
- To emphasize the collaborative dimension in Swedish football as a separate work area

Involvement in Swedish football takes many forms, all of which are important for its future.
However, it takes time to change embedded structures and develop new work concepts. Throughout 2018, we therefore strived to put into action the ideas that we, in conversation with our partners, formulated at the beginning of the year. This has included a review of our purpose and goals, our basic starting points and working principles, as well as the methods for how we work in the field.

In addition to the internal review, we also needed to prepare a transition towards an organizational and financing model without a specified end-date. We needed to leave the project form and create a sustainable, long-term organisational and funding model. As a result, ENABLE Sweden will operate as a foundation from 2019.

In connection with the changes, Professor Clifford Stott, left the organization in order to focus instead on building an independent ENABLE UK. Neil Williams, on the other hand, joined ENABLE Sweden’s steering group.

Chapters 3, 4 and 5 describe our starting points, our practical working methods and our own organisation.
An overall picture is provided here of some milestones in our work since 2014. The points are developed on pages 26-27.
FEBRUARY
FIRST ENABLE CONFERENCE IS HELD

OCTOBER
FOUR-YEAR FUNDING FROM THE GÅLÖ FOUNDATION

JULY
FURTHER FUNDING FROM THE COUNTY ADMINISTRATIVE BOARD

DECEMBER
SWEDISH ELITE FOOTBALL BECOMES PARTNER
2016

AUGUST
“POLICING FOOTBALL IN SWEDEN” REPORT PUBLISHED

2017

AUGUST
SECOND ENABLE CONFERENCE HELD

OCTOBER
ANDERS ALMGREN JOINS ENABLE

JANUARY
MEETING WITH SWEDISH SPORTS MINISTER
JANUARY
SWEDISH FOOTBALL ASSOCIATION (SVFF) ENDORSES ENABLE

JULY
“RIVALRY AND COOPERATION” ANTHOLOGY PUBLISHED

DECEMBER
FORUM FOR DEVELOPMENT AND COOPERATION

NOVEMBER
“PERSPECTIVES ON SWEDISH FOOTBALL” IS PUBLISHED (IN SWEDISH)

FEBRUARY
ENABLE SWEDEN IS FOUNDED

SEPTEMBER
REGIONAL FORUM FOR DEVELOPMENT AND COOPERATION
The journey may not always have been direct - but it has progressed. Here are some of the milestones along the way.

30.03.2014 THE HELSINGBORG TRAGEDY The first match of the season in the Allsvenskan league between Helsingborg IF and Djurgårdens IF was interrupted as a result of an assault before kick-off, after which a Djurgårdens supporter died. The tragedy focused attention on problems with violence linked to Swedish football.

09.05.2014 THE ENABLE PROJECT As a result of the tragedy in Helsingborg, Djurgårdens IF invited British academic Clifford Stott to talk about the situation. Discussion on a potential cooperation began.

29.09.2014 FIRST OBSERVATION ENABLE conducted a first observation and workshop in connection with the football match between IFK Gothenburg and Djurgårdens IF at Gamla Ullevi. Both clubs, supporter representatives, police and academics were present.

16.02.2015 COUNTY ADMINISTRATIVE BOARD ENABLE was granted start-up funding of SEK 200,000 by the County Administrative Board in Stockholm County. This made it possible for a project group to be appointed consisting of Filip Lundberg from Djurgårdens IF, Professor Clifford Stott and the Danish researcher and expert, Jonas Havelund. The first task was to try to gather support for the project in Swedish football and at the police.

25.02.2015 FIRST CONFERENCE ENABLE organized a first collaboration conference at Tele2 Arena. Four clubs, Djurgårdens IF, Hammarby IF, IFK Gothenburg and Malmö FF, were officially part of the ENABLE project at the time. Representatives from those clubs were present, as well as from the supporter, police and research community.

16.07.2015 COUNTY ADMINISTRATIVE BOARD The County Administrative Board granted financial support of SEK 500,000 to ENABLE, which ensured the continuation of the project in 2015. With the aid granted, ENABLE was able to start field study work in Swedish football, primarily through observations and workshops.

01.10.2015 THE GÅLÖ FOUNDATION The conditions for ENABLE changed radically when the Gålö Foundation stepped in with SEK 8 million in funding, distributed over four years. The support ensured the project’s existence for four years. ENABLE could now build an organization and plan for activities more long-term.

22.12.2015 SWEDISH ELITE FOOTBALL (SEF) SEF, which organizes the two top leagues in Swedish football, with a total of 32 football clubs, officially announced its support for ENABLE and thus became ENABLE’s first national partner.

01.08.2016 “POLICING FOOTBALL IN SWEDEN” ENABLE presented the comprehensive report “Policing football in Sweden”. The focus was on the police’s working methods, but it also provided a picture of the current situation in Swedish football and described what was then the relatively new SLO role (supporter liaison officer). The report was important in establishing ENABLE as a knowledge institution.
**16.08.2016 SECOND CONFERENCE**

ENABLE invited participants to a follow-up conference. The conference, which was held at Tele2 Arena, was intended to provide an overview of the most important results and recommendations from the recently published report, and also invited discussion and input from the collaborating partners.

**30.10.2016 ANDERS ALMGREN IS RECRUITED**

ENABLE recruited Anders Almgren to work on the project full-time. Almgren was employed as a project manager and began his work from 1 January 2017. When he was recruited, Almgren had nearly 15 years’ experience working with Swedish football, first within the supporter environment and later as SLO at IFK Göteborg.

**16.01.2017 SPORTS MINISTER**

ENABLE’s project team was invited to a meeting with the government’s then sports minister, Gabriel Wikström, in order to present the project’s experiences, current situation and future plans.

**18.01.2017 SWEDISH FOOTBALL ASSOCIATION (SVFF)**

SvFF officially endorsed ENABLE and thus became the fourth partner of the project, along with Swedish Elite Football (SEF), the police and the Swedish Football Supporters’ Federation (SFSU).

**31.07.2017 “RIVALRY AND COOPERATION”**

ENABLE published the anthology “Rivalry and collaboration - Dialogue-based work in Swedish football; challenges and working methods”. The theme of the anthology was cross-party collaboration and interaction within football, from a supporter perspective. The purpose of the book was to highlight the challenges that collaboration and dialogue within Swedish football raise, but also to offer examples of how to work to overcome the challenges.

**05.12.2017 FORUM FOR DEVELOPMENT AND COOPERATION**

ENABLE arranged a 2-day national “Forum for Development and Cooperation” (FDC) about safety and security in Swedish football. The purpose was to contribute to the dissemination of knowledge and a constructive dialogue between the parties involved. Nearly 100 representatives, many in senior decision-making positions, from the police, football and the Swedish supporter community participated.

**07.02.2018 ENABLE SWEDEN**

ENABLE announced its transformation to ENABLE Sweden. The previous (2014-2017) emphasis on creating broad support for the project, as well as on data collection and analysis, progressed to a new phase (2018-2019), where the focus is on collaboration, knowledge dissemination and method development.

**16.09.2018 REGIONAL FORUM FOR DEVELOPMENT AND COOPERATION**

ENABLE conducted its first Regional Forum for Development and Cooperation in Norrköping in connection with a football match between IFK Norrköping and AIK. The event, which was organized in collaboration with our partners, was intended to bolster Swedish football’s work to achieve welcoming, safe, secure and atmospheric events.

**01.11.2018 "PERSPECTIVES ON SWEDISH FOOTBALL"**

ENABLE Sweden completed the sustainability report “Perspectives on Swedish football”. The document describes ENABLE Sweden and our background. It also communicates an agreement by which the Gålö Foundation, with the last agreed payment, concludes its financial commitment to ENABLE as a project. ENABLE Sweden will operate as an independent foundation from 2019.
2.5 Our activities in numbers

Our activities for the period 2014-2018 are summarized here in some key figures.

**CLUBS**
in the two top leagues are partners through Swedish Elite Football (SEF)

**PARTICIPANTS**
at various collaboration events, such as conferences

**MATCH OBSERVATIONS**
in Sweden with more than 250 participants in Stockholm, Malmö, Gothenburg, Helsingborg, Borås and Norrköping

**FOOTBALL CLUBS**
have actively participated in match observations and workshops

**SCIENTIFIC ARTICLES**
published or submitted for publication in scientific journals

**SUSTAINABILITY REPORT**
published

**PUBLISHED ANTHOLOGY**
in Swedish and English about cross-party collaboration and interaction between football supporters, clubs and police

**DIFFERENT NATIONALITIES**
involved during the project
Providing perspective on Swedish football

CONFERENCES
with a total of 250 participants from the Swedish Football Association, Swedish Elite Football, clubs, police, supporters, knowledge institutions and authorities.

WORKSHOPS COMPLETED
in Sweden with a total of 350 participants.

NATIONAL PARTNERSHIPS
Swedish Football Association (SvFF), Swedish Elite Football (SEF), Swedish Supporters’ Federation (SFSU) and the police.

IN-DEPTH INTERVIEWS
with SLOs (Supporter Liaison Officers) around Sweden.

PUBLISHED REPORTS
in Swedish and English about Swedish football, supporter culture and police work.

LECTURES
about police tactics and counterparty perspective at the Swedish Football Supporters Federation’s member meetings.

TRAINING OPPORTUNITIES
for Swedish police during 2017-2018, mainly about crowd theory, supporter perspectives and conflict-reduction, within the framework of the police’s own training. More than 500 police officers have participated.

POLICE REGIONS
have actively participated in our observations and workshops.

INTERVIEWS
about police work linked to football, mainly with police officers at different levels.

SWEDISH FOOTBALL SUPPORTERS
responded to ENABLE’s web survey about how they perceived the work of the clubs and the police on match day.

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3 ENABLE SWEDEN - STARTING POINTS

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Why does ENABLE Sweden exist? What do we want to achieve and how do we want to go about it? To explain all this, we begin by describing how we regard the context in which we operate.

Swedish football is an enormous asset for Swedish society, both socially and economically. Millions of Swedes are involved. Within and around football, there are a number of skilled professionals whose work is often recognized internationally.

But football also involves challenges. Occasionally, things happen that should not happen and, because so many people are involved, these events attract a lot of attention. This, in turn, imposes extreme pressure on those who work within the sport, including football organizations, supporter and the police. Conflicts of interest or misunderstandings easily arise, both between the aforementioned stakeholders and when external actors (media, politicians or the public) demand measures.

The wish to be involved is often justified, but it is not always constructive. The overall perspective can be lost in the eagerness to implement “solutions”, existing collaborations may be undone and functioning structures and methods may be disrupted.

This is where ENABLE Sweden wants to be useful. Our work includes a mixture of theoretical and practical knowledge about football events. We have extensive experience of working within the football and supporter environment, as well as collaboration with the police. Together with a customized work methodology, we hope that this will help us achieve our vision of being a calming voice for Swedish football. We want to offer a platform for collaboration which, based on documented knowledge, justifies effective efforts and which contributes to positive development in various areas of improvement.

This chapter will describe the starting points for our methodology. Chapter 4 offers practical examples of how we work.
3.2 Purpose and objectives

A vision, no matter how ambitious, is nothing if it does not include an idea for how it should be carried out. Our purpose and objectives are therefore formulated in order to provide us with a direction in our practical work.

We don’t think there will ever be a ‘a single solution to football’s problems’. Instead, we want to contribute to a sustainable work methodology and a constructive climate for debate, where common goals are identified, problems are defined, and where functional working methods are developed through trial and error. That being said, we will repeat the purpose and objectives that were presented in Chapter 1.

Purpose
To support sustainable collaboration within Swedish football, as well as the development of welcoming, safe, secure and atmospheric elite football events.

Objectives

- **Strengthen collaboration:** ENABLE Sweden wants to contribute to sustainable collaboration and mutual understanding among football’s stakeholders, by offering a dialogue platform and a knowledge base for constructive conversations.

- **Knowledge development & dissemination:** ENABLE Sweden wants to participate in the development and dissemination of theoretical and practical knowledge among football’s stakeholders.

- **Method development:** ENABLE Sweden wants to support our partners in developing working methods in their organizations or events by identifying and spreading ‘good practice’
ENABLE Sweden endeavours to apply a holistic perspective to our work with Swedish football. We want to focus both on different parties’ points of view on an issue, and on its impact on the entire football system. To succeed with this, we work from the following starting points.

**Neutrality**
We adopt a neutral and independent approach to the actors involved in football. When we work, we are primarily loyal to our purpose and our objectives. From that point of view, we want to contribute with a credible opinion or a sober voice when the parties want our perspective. Our communication policy (see below) is part of this approach.

**Systematic approach**
We strive to apply a sustainable and systematic approach in everything we do. This is based on knowledge of a specific challenge, directed at its cause and guided by a defined goal. In our work, we will take account of both the specific issue and the overall perspective within Swedish football.

**Knowledge-based work**
We endeavour to always act on the basis of documented knowledge or generally accepted experience. We believe that it is important that the parties have a common basic view of the most crucial parts of the activities we work with, such as how crowds work, how risk arises and which methods are effective in the work.

If we do not have the necessary knowledge (or if it does not exist), then we must work with our partners to try to contribute to it being developed.

**Cognitive approach**
When we talk about knowledge-based work, we refer to both theoretical and practical knowledge. Our ambition is to contribute to reconciling academic insights with the experience that exists among the practitioners in football and in the police. For this reason, we want our partners to participate in the studies where new knowledge is documented. The knowledge we present should have a form that makes it practically applicable to everyday life in football. Two areas of knowledge are particularly important:

- **Collaboration**
  In order for collaboration to be sustainable over time, it must be knowledge-based, systematic and have clear rules.

- **Theory of crowds**
  When we study practical work or special working methods in connection with football, we rely on what science says about how crowds work, how risks arise and how they can be prevented.

**Communication**
We want to have direct, honest and constructive communication, primarily with our partners. As part of this, we maintain a relatively low profile publicly. We do not normally comment on current incidents or ongoing conflicts externally. This approach is part of our ambition to remain neutral.
Sustainable collaboration between stakeholders is a prerequisite for positive developments in the work being carried out in Swedish football events. But what do we mean by ‘sustainable collaboration’?

To be sustainable, collaboration must be based on mutual trust. This can only be developed over time, within the framework of ongoing contacts and routines. It is in everyday life, when everything is calm, that the foundations can be laid for jointly managing a crisis. Therefore, consistency and method are required in order to build and maintain confidence.

This is no different from being successful in our other working areas: it should be knowledge-based and systematic; it should be able to be practical in specific issues, while taking account of the overall picture and the perspectives of the different parties. This means that collaboration must be planned. Our view of this is primarily inspired by the Swedish National Council for Crime Prevention (BRÅ) ‘Safe in’-model for local cooperation, as well as our own experience of working within football.

The following three pillars contribute to successful collaboration:

• **Common goals**: These Goals must be clear and explicit. What do you want to achieve? It is apparent that small nuances in the target image can lead to completely different views on how to handle a working area.

• **Common knowledge**: The parties should agree on what they know about the working area, e.g. what science or established experience say about how it works.  
  a) strive to achieve a mutual understanding that takes other parties’ perspectives and working conditions into account  
  b) strive to agree on a consensus on the current situation in the working area in question.

• **Clear rules** Collaboration should be planned and formalized. How often should the parties meet? What issues should be addressed? How to analyse working areas, prioritize between issues or evaluate possible measures? A clear process prevents pressure and stress from forcing bad decisions.

There are different ways to achieve this in practice. Chapter 4 offers two examples of how we are attempting to contribute. Section 4.2 describes the pilot project ‘Safe Football in Gothenburg’, where ENABLE Sweden participates in the development of a collaboration methodology. Section 4.4 describes a regional forum that will, among other things, increase mutual understanding between the parties.
3.5 Key concepts

Much of our work is based on international research on crowds, group psychology and collective behaviour. Below we outline some of the key concepts we use.

A key element of ENABLE Sweden’s understanding of both long-term collaborative relationships and how collective behaviours in crowds work are theories of social identity, group dynamics and power, and how risks arise.

In order to handle this, we firstly need to understand the concept of legitimacy, which can be described as the overall goal, both in the work to achieve a safe and secure football environment and a sustainable collaboration. In the operational work, conflict-reducing principles (see below) can be applied to achieve legitimacy.

Social identity can be understood as a group of people’s shared sense of affinity, a view of the outside world and of other groups, as well as current norms and how to behave. All people have several social identities and we all have different roles, both individually and collectively. Which role an individual or group is currently playing depend on surrounding factors, group dynamic interaction with other groups, and how power relations are managed. All this an in turn affect how people behave, individually or collectively.

Event police are trained to manage crowds using the conflict-reducing principles. They can be recognised by their red and black ‘POLIS’ insignia: Along with the Stockholm Evenemangs unit, and the Supporter Police are specialised in dialogue based policing at football.
If several negative factors are combined in a situation such as a football match, unintended actions by individuals can trigger a chain of interactions where more and more people are drawn into an escalating and increasingly destructive situation. Insights from research into group dynamics can thus provide us with an understanding of how to work from a knowledge-based perspective to tackle risk and implement risk reduction strategies.

An operationalization of these research insights is provided in the conflict-reducing principles. By applying these principles, one can try to influence the group dynamics in a situation in a way that creates calm. The principles are knowledge (e.g. about how crowds work and the counterparty’s wishes), facilitation (of legitimate goals, e.g. for arena visitors to get to the arena), communication (e.g. about how one works and why), and differentiation (any action to establish order needs to be directed specifically at those who cause disturbance). Legitimacy is a guiding principle we use when we talk about working long-term with crowds or collaborative relationships. This means that one should endeavour to ensure that actors regard both each other and the way in which they interact as correct, fair and inclusive.

These concepts are applicable to anyone working with football, and there are reasons to try to have the same starting points. A common knowledge base provides not only a tool for analysis and evaluation of working areas but also a ‘common language’ that facilitates collaboration between different parties and the work to achieve shared goals.
4 HOW WE WORK

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4.1 Working areas

The establishment of ENABLE Sweden entailed a fundamental change in our focus and work. 2018 has largely been about setting new priorities. The work was organised in six key working areas. Both the development of new work concepts, as well as ongoing work efforts, have been conducted within this framework.
Providing perspective on Swedish football

3 Method bank: work with football events

4 Forum for Development and Cooperation (FDC)

5 Safe Football in Gothenburg

6 Study: Social identity within the police
'A Swedish football model'
The goal of this work is to map and create an overview of how the Swedish football system is structured. The ambition is to describe the entire phenomenon pedagogically, from key actors and common goals, to legal preconditions for each actor’s work, down to the practical working methods in the field. What goals or tasks do the parties have, how are responsibilities distributed, who does what?

This overview of 'the Swedish working model' will hopefully contribute to understanding how individual measures can affect the system as a whole, but may also be used as training material for new people who are recruited to work in football and as an aid in communication with stakeholders. The working area is thus in line with the strengthening of collaboration and dissemination of knowledge. The model is under development.

Common knowledge-base
ENABLE Sweden works to disseminate a common perspective on the importance of collaboration, a common theoretical understanding of working with crowds and dynamic risk assessment, as well as a developed counterparty understanding. We believe that this increases the ability to identify common goals and to find ways to work towards them together. Examples of activities in the working area are ENABLE Sweden’s work with support for training, publications and joint events with partners. This working area covers all our key goals.

Method bank: work with football events
ENABLE Sweden is working with SEF to develop a method bank that will provide practical examples of how Swedish football handles different aspects of a football event. The content can touch upon everything from entry logistics to how to set up disability areas. The development takes place through small event observations around the country. The material is compiled and summarized thematically and is then made available to the SEF clubs via its own communication channels.

It is hoped that the method bank will serve as a source of inspiration for the clubs in their event management, as well as a platform for disseminating ‘good practice’. The work area corresponds to the goals of knowledge and method development.
Forum for Development and Cooperation (FDC)
The FDC concept is available in two forms - one national and one regional. An FDC is intended for all key partner groups at the same time and it should be a platform for developing relationships, counterparty understanding, common knowledge and practical and constructive discussions. ENABLE Sweden acts as host and moderates the discussions based on our position as a neutral party. All of our objectives are thus addressed in these events. The national version of the FDC is briefly described in section 4.3 and a case description of the regional version is provided in 4.4.

Safe Football in Gothenburg (SFG)
SFG is a pilot project in Gothenburg, financed by the Swedish National Council for Crime Prevention (BRÅ) and based on their ‘Safe in’-model for local collaboration. The main partners are IFK Gothenburg, the police and the City of Gothenburg. ENABLE Sweden has been engaged as project manager and a neutral party to lead the work of implementing the collaboration model within the circumstances that apply to Gothenburg football. The working area is within the framework of the objectives of strengthened collaboration and method development (in the area of collaboration). The work area is described in more detail in section 4.2.

Social identity within the police
ENABLE Sweden no longer has the same focus on academic research as previously. However, we still base our activities on scientific knowledge and we continue to have some involvement in research. One example is an interview study on police identities in relation to work with Swedish football, which is carried out within the framework of Neil Williams’ doctoral thesis.

The focus is on how police officers’ views of both themselves and supporters, as well as their knowledge of how crowds work and the Special Police Tactics affect their work in football-related contexts. The hope is to also be able to provide a basis for assessing which methods work best. In this context, interviews with supporters are also used to validate the conclusions. The work corresponds to the goal of knowledge development.
4.2 Collaboration development: “Safe football in Gothenburg”

It is easy to talk about sustainable, systematic collaboration. It is more difficult to make it practically feasible and possible to apply in the various actors’ stressful daily lives. For this reason, ENABLE Sweden is part of a pilot project, financed by the Swedish National Council for Crime Prevention (BRÅ), where working methods for such collaboration are under development.

The project is called Safe Football in Gothenburg (SFG) and ran initially in 2018. It was financed by the National Council for Crime Prevention and is based on their ‘Safe in’-model for cross-party collaboration in the local community. The main parties are IFK Gothenburg, the police in Gothenburg and the City of Gothenburg. ENABLE Sweden participates as a hired, neutral project manager, to coordinate the work together and drive it forward.

The ‘Safe in’-model is already applied in parts of the City of Gothenburg, but the ambition of the National Council for Crime Prevention is that SFG should test it in a football context. If it works well, hopefully other Gothenburg clubs can be included and the working method can be offered to other regions. An evaluation of the work conducted in 2018 is being done by Malmö University.

The environment in the stands is both festive and controversial. It occasionally tests the parties’ collaborative relations.
The ongoing work
The ‘Safe in’-model is designed to allow specialized parties (in our case clubs, the police and municipal authorities) to take joint responsibility in a broad and long-term collaboration effort. The working methodology is in principle as follows:

• Situation assessment: The parties agree on a shared understanding of the current situation.

• Problem update: Within the framework of the situation picture, the parties identify what they perceive as problems.

• Cause analysis: The causes of the problems are analysed. Several problems can often have the same cause.

• Priorities/resources/action: If several areas need to be addressed, a prioritized list is drawn up. A review is conducted of the need for resources and which ones are available to each party. Then measures are planned.

• Responsibility: The responsibility for each party’s contribution is allocated.

• Evaluation: Times are set for deadlines and evaluations.

The situation picture must be constantly updated as challenges emerge. The work has therefore been systematized: SFG meetings are held every two weeks, always at the same time and place. Each meeting follows a standard agenda.

The intention is that all common topics and situations should be accommodated within this ongoing work. Examples of working areas that have been touched upon within SFG are: alternative methods for managing young people with risk behaviours (apart from exclusions), receiving visiting supporters in Gothenburg, and consulting with the Police Authority’s Legal Affairs Department on the setting of conditions.

SFG will provisionally be made permanent after 2018, but ENABLE Sweden’s role may change.
Examples of ongoing work

Everything we do must correspond to at least one of our goals, preferably several. Here we offer some examples of how we work.

Part of what we hope to bring to Swedish football is to be a constructive sounding board, a partner with high integrity, that is prepared to offer an impartial perspective when an actor wants to hear our views. Even if we do not have a clear position on an issue, we should offer those involved direct and honest input that can contribute to their work. This often happens in informal contexts and ongoing conversations.

Other activities are more formalized. Here are three examples: the Forum for Development and Cooperation (FDC) 2017, which is an example of training support for our partners, and the production of various publications.

Forum for Development and Cooperation 2017

Our first Forum for Development and Cooperation was held in December 2017. It was structured around lectures on the theme of dialogue-based work with crowds and workshops. The target group was all the partners at a national level: SvFF, SEF, most of the clubs in the Allsvenskan league, supporters from SFSU and the police.

The lecturers were experienced police officers from the UK, representatives of the Danish rail Authorities’ supporter train operations and actors in the Swedish football environment. The goal was to gather shared knowledge and, by offering opportunities to network, increase counterparty understanding and strengthen collaboration.
**Developmental support**

One of our main opportunities to contribute to the creation of a common knowledge-base within Swedish football is by participating as guest lecturers in our partners’ own training. One example is a training concept developed for the police’s Special Police Tactics (SPT) training.

The concept is a mix of lectures, films and group discussions about social identity, risk, conflict reduction principles, and how to deliver the latter in encounters with football supporters. It is mainly the police who requested this part of our activities, but we have also participated in SEF and SFSU events.

**Publications**

Publications are an important channel for disseminating knowledge. These can be in the form of scientific articles, reports or more accessible texts. One example is the report “Policing Football in Sweden” from 2016, which mainly focused on the work of the police in connection with Swedish football.

Another is the anthology “Rivalry and collaboration”, which was published in collaboration with SLOs and the Swedish supporter environment. The anthology, which did not have a scientific approach, aimed to provide supporters with an opportunity to present their view of interactions with other actors in football, i.e. with SEF, clubs, the police and the media. The ambition was that it would contribute to the different stakeholders’ understandings of the other parties involved in Swedish football.
In 2018, we developed a regional version of our Forum for Development and Cooperation (FDC). The event concept combines all our objectives in the same package and is something we hope will attract interest within Swedish football moving forward.

The format is based on the idea of the benefits provided by joint study visits – our FDC is always aimed at all the key parties. The goal is to strengthen collaboration relationships and the dissemination of knowledge and development of working methods.

The main targets are football clubs, supporters and the police, but the national parties are also offered a place in the event. The concept was first tested in Norrköping in the autumn of 2018 and included, in addition to the playing clubs (IFK Norrköping and AIK) and the Norrköping police, an observer group consisting of representatives of the club Örgryte IS, their supporter club Balders Hage, and police from the Western and Bergslagen regions.

The following section describes how the format is designed. Variations can occur in practice, as we adapt the model to match the prevailing circumstances.
• The structure of the event is designed around a football match in Sweden and takes place over the course of 1½ days, i.e. the full match day and half of the following day.

• The participants invited represent all parties involved in football: the football clubs and organisations, the supporters and the police. The key actors are the two clubs who are playing, as well as the police from the clubs’ home towns. These actors only participate during Day 2, since they work with the event during the day of the match. An observation group is also put together, consisting of representatives for two invited clubs, for their supporter community and for the police from their home towns.

• A theory & information seminar is held during Day 1, well in advance of the start of the match. This is a seminar for the observation group, where central parts of the theory that ENABLE Sweden applies are summarized, as well as the meaning of the conflict-reducing principles. Instructions are provided for the event study, as well as information about the organizers’ preparations. The group is divided by region during the observation, so that representatives of the club, the supporters and the police from the same place study the same things together. The conflict-reducing principles are used as a structure for the study.

• The event study takes place in the city centre a few hours before the match, as well as around and inside the stadium. The group studies and discusses what they see, based on the perspective of all the parties and on the basis of the four conflict-reducing principles. They are encouraged to particularly note what they see as ‘good practice’, potential problems and parts of the event that the host stadium asked us to evaluate.

• The evaluation seminar is held on the morning of Day 2. The observation group participates here, and preferably the representatives of the clubs involved in the match, their supporters, the local police and representatives of the away team’s local police. The seminar is divided into three phases: 1) The geographically divided groups are gathered separately and they prepare a presentation of their observations, while the others receive a summary of the first day’s seminar; 2) the local groups present their observations from the event study; 3) a large group discussion, moderated by ENABLE Sweden, gathers impressions and draws conclusions.

• Memos from the evaluation seminar’s discussions are written by ENABLE Sweden and delivered to all the participants within one week.

As a whole, the event is intended to bolster local collaboration and counterparty understanding, and to develop and disseminate knowledge and ‘good practice’ through the application of theory and practical studies.
What happens now? How will ENABLE Sweden continue to develop and maintain its position in relation to the stakeholders in Swedish football? We finish chapter four with some thoughts about the future.

The ENABLE Sweden project has in many ways been well received. All stakeholders have throughout these years stayed committed to the project and it has become an integrated partner to Swedish football and police. However, we are facing challenges. Due to changes in needs and expectations in Swedish football, we re-organized ourselves as ENABLE Sweden and developed a new working model during 2018. During 2019, we will create a sustainable financial model as well.

As the funding from the Galö foundation is coming to its end, we are in the process of developing a business model which secures that ENABLE Sweden can continue to be a platform for the maintenance and development of successful stakeholder collaboration in the future. It is our strongest belief that ENABLE Sweden can continue to provide a well needed platform for collaboration and mediation, knowledge development and dissemination as well as provide support for the identification and development of good practice.

We can conclude that the output of the project has been regarded as valuable among our stakeholders, the trust among partners (league, clubs, police and fans) is established and the infrastructure and practices ENABLE Sweden has provided has worked to everybody’s satisfaction.

We are ambitious, persistent and positive and it is our sincerest belief that ENABLE Sweden has the necessary competences, trust, willingness and potential to continue to make a long term significant contribution to the field of sustainability in Swedish football and ultimately the realization of a positive football experience for all.
Providing perspective on Swedish football
5 ORGANIZATION AND GOVERNANCE

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We have strongly recommended in this document that the work with Swedish football must be systematic and knowledge-based. However, we place the same demands on ourselves. We will offer an insight here into our own organisation and our work processes.

ENABLE Sweden consists of actors from Sweden, Denmark and the UK, but we also cooperate with other international actors.

Our activities are based on our own working group’s composition of academics, people with experience of Swedish football and its supporter environment, as well as on a close partnership with the key actors involved in Swedish football. These consist of clubs and national football organisations (SvFF and SEF), supporters (through SFSU) and the police.

ENABLE Sweden will be organized as a foundation in 2019. In this way, we intend to give ourselves the prerequisites to be able to contribute to taking long-term responsibility in Swedish football. The new form of association creates the conditions for financial and organisational endurance over time.

The foundation’s organisation is planned according to the model below:

**BOARD OF DIRECTORS**
- Chairman: Filip Lundberg
- Members: Two or three members. Anders Almgren, co-opted
- Responsibility: Finance, overall strategy issues, performance monitoring, organisation

**STEERING COMMITTEE**
- Operations manager: Anders Almgren
- Members: Filip Lundberg, Jonas Havelund & Neil Williams
- Responsibility: Strategy & planning, operational activities, external communication
- Operational decisions: All
- External communication: Anders Almgren and Filip Lundberg
Decision-making
Generally, decision-making at operational level shall take place according to the following model:

- **Contact person:** Anders Almgren
- **Members:** Swedish Elite Football, the Swedish Football Association, the police and the Swedish Football Supporters Federation
- **Purpose:** Continuous involvement of partners in ENABLE Sweden's operations

**REFERENCE GROUP**

**Work process**
Long-term work within ENABLE Sweden will generally take place according to the following model:

1. **planning**
2. **implementation**
3. **evaluation**
4. **development**
5. **planning**

In both the planning and evaluation phases, our partners are to be involved via the reference group in more important contexts.

**ENABLE Sweden's work should be supported by**

- Our goals for partnership, knowledge development & dissemination, as well as methodology development
- Loyalty to the idea of knowledge-based work, both in theory and practice
- A systematic and inclusive work process
- Thoughtful and responsible communication
With the transition to our new form in ENABLE Sweden and the formation of a foundation, the ambitions that the Gålö Foundation had when it decided to support the ENABLE project are accomplished. This document is a summary of the process.

We would like to extend our warmest thanks to our partner and principal financier, the Gålö Foundation, whose trust, encouragement and financial support have been crucial for the formation of ENABLE Sweden. The Gålö Foundation took a brave decision to dare to invest in an idea with many risks, during a troubled period when Swedish football was in a serious crisis of confidence. Today, ENABLE Sweden has established itself as a credible institution, with all the main actors in and around Swedish football as partners.

“The Gålö Foundation has been absolutely vital in ensuring that we are so well equipped for the future. Naturally, the financial support is an incredibly important part, but I also want to highlight the confidence and patience they have shown us. ENABLE Sweden operates in an incredibly complex environment with football clubs, football supporters and police, as well as a number of other stakeholders, where patience is often a scarce commodity.

With the unwavering confidence of the Gålö Foundation, we have been formed, evaluated, developed and changed as an organisation in step with our context. We are very grateful for that,” says Filip Lundberg, co-founder of ENABLE and chairman of the planned foundation.

“It has been an exciting journey to follow ENABLE from being an idea to becoming a reality, and from a project to a foundation with good prospects for the future. It should be said that it is unusual for the Gålö Foundation to make such extensive financial commitments, but we felt that the venture was justified and necessary.

“We want to be a modern foundation that adapts to contemporary changes and we know how much societal benefit Swedish football contributes. It engages hundreds of thousands of people for whom football is a major interest in their lives. Football engages many children and young people in their childhood and youth activities and spontaneous sports. It all fits together.
“We are very pleased with ENABLE’s performance and we will follow the work of the newly formed foundation in the future with interest,” says Ingemar Persson, general secretary of the Gålö Foundation.

ENABLE Sweden has presented an action plan to the Gålö Foundation, which includes the establishment of a foundation. This document is part of that action plan. ENABLE Sweden has established a certain amount of economic scope for itself, which means in practice that the remaining support can be spread over two years, 2019 and 2020.

Through the publication of this document, ENABLE Sweden and the Gålö Foundation agree that the Gålö Foundation’s formal commitments in Sweden will be phased out. After the formation of the foundation, ENABLE Sweden is expected to assume greater responsibility for its own finances and ENABLE Sweden will no longer have a duty to report to the Gålö Foundation.
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