



Federation of the EUropean Fire Officers



Business plan

2022 - 2026

November 2021

Foreword *by Stephan Wevers*

Since October 2020 I have the honour to be the president of the FEU. After 33 years of all kinds of experience at the fire brigade in the Netherlands (at local as well as regional as well as national level), it is a challenge to help to build on a safer Europe.



In order to protect the 500 million citizens of Europe, and because they are entitled to the best possible assistance, it is vital that we share and exchange more knowledge with one another. For me, that starts by ensuring that all relevant European nations are represented in the FEU and that we act as one team. Many challenges await us. Challenges such as climate change, the ageing of our populations and the urbanisation of Europe. But that's not all. We work together in a board to prepare the meetings and to supervise the various programmes. Together. One team, one mission! We continue to meet physically but will also make more use of digital means i.e. meet up online more. To me, our friendship and fire service vision are important to help carry the FEU forward!

We cannot achieve our objectives alone, so we will strengthen our relations with our relevant partners. To learn from each other and share knowledge with each other. We can only manage the challenges of the future by working together.

As representatives of our respective nations, we must set an example to the new generation of firefighters. Together we will build the future for the FEU, inspire European fire officers, now and for future generations. We will develop a leadership programme for fire officers across Europe, for example. To share knowledge, to learn from one another and to build networks.

At every fire station in Europe, everyone already works as one team. That is what I envision for the FEU. Working together at European level as one fire service team.

To continue to provide European citizens with the best possible fire service, certain steps still need to be taken. We must do that together, as a team. We all have a part to play in that. Each fire officer has to be an ambassador for the FEU in their own respective country and network, for their own firefighters. From Helsinki to Athens and from Dublin to Tallinn... for all fire brigades and officers across Europe.

I hope, and indeed expect all member of the FEU to actively contribute ideas and to implement the strategic agenda of the FEU. We will focus on our three new programmes: Our Leadership Programme, Exchange of Knowledge and The Professional Voice. We really have our work cut out for us, but I'm convinced that we can accomplish this together, as friends and colleagues.

I look forward to stepping into the future and together with all members build a FEU for the new generation of firefighters in Europe. This is crucial if we are to face and overcome the challenges of the future. Stagnation means decline. We will put our collective shoulders to the wheel. We will shape our core values of Sharing, Inspiring and Improving. The FEU is the professional voice of the Fire Service in Europe.



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Introduction

Sharing, Inspiring and Improving. These are the values of the FEU (Federation of European Fire Officers). We are a non-governmental, independent, non-profit international organization with members all over Europe. From Norway to Greece, and from Ireland to Estonia through to Portugal.



FEU: an independent professional body of 25 officer associations in Europe

Our members are organizations from almost all European countries. These are organizations that are responsible for the national fire brigade of the country concerned and are often organized in many different ways. But at least one thing unites us: the commitment to prevent and fight fires as well as possible and to provide aid at accident scenes in which the fire service can be helpful. We strive to continually improve in what we do, for ourselves and the surrounding European countries. We aspire to contribute to fire safety worldwide.

Constitution

The first FEU meeting took place in 1990. It was a further five years before the formal establishment with a constitution transpired in 1995.





Annual FEU Meeting, Brussels, Belgium, 1995

Now, after a little more than 25 years, it is time for the next step. We aspire to professionalize further. Think big, start small. We have done this by first modernizing the constitution, and the goals we have jointly established form a part of this:

- Develop the **LEADERSHIP** capability for principal fire and rescue service officers in Europe with a focus on strategic issues;
- Connect with career principal fire and rescue service officers in Europe to **EXCHANGE** best practices, improve knowledge sharing and facilitate transnational cooperation relating to public safety and any other activity as decided by the FEU Council
- Be a strong **VOICE** for fire and rescue services on a European and global level

These goals are further elaborated and explained in this business plan.

Ready for the next generation

We are preparing for the future with the plans we are currently developing. A future in which population ageing will occur, climate change will advance, and the world further digitized. A world in which employees will no longer work in the same job, for one employer, in one country, for their whole lives. But instead, they will continuously seek new cultures and challenges. In which the products we use and the production processes applied are continually developed. In which the technologies used to communicate will change. Both the opportunities and present and future threats will require alertness and flexibility. The FEU will focus on this. This applies to the organization as a whole, as well as to individual members and their employees.

Members

The members of the FEU are the national associations and state fire services. Appendix 1 provides an overview of the affiliated organizations. These organizations hold 'Full Member' status. They are members of the FEU Council and have voting rights where appropriate. Furthermore, they are initiators and ambassadors responsible for the functioning of the FEU, both now and in the future. In addition, they provide content and structure to the organization.

The FEU's ambition is to expand the current number of members further. Partly because there will be room in the future for other classes of membership in addition to full members, this will concern Brigade members and Chief Fire Officer members. But also because the FEU strives to become an organization for all European countries with a stable fire service organization, which in turn contributes to the FEU's goals. This will lead to a broadly branched European network with which the FEU can promote its values to an increasingly growing group: ***Sharing, Inspiring and Improving. By working together, we can manage the challenges of the future.***



Annual FEU meeting, Ghent, Belgium, 2021



1. Leadership Program



There is great potential in the joint focus of developing leadership among the European fire and rescue service. Across Europe, and among strategic partners outside of Europe, there is a great deal of learning that - through sharing knowledge, education, etc. - can make a positive contribution to identify and address the future challenges that FEU members will face.

Focussing on leadership will also underpin the FEU's role as a strong voice for fire and rescue services on a European and global level.

The Leadership program consists of three parts:

- A. Leadership on the Agenda
- B. Officer Development Program (ODP) and Awards
- C. Network Activities

1.1 Leadership on the Agenda

At each FEU Council meeting, we aim to discuss at least one topic of leadership in European fire brigade issues. This topic will be revealed by an external inspirational speaker and will provide a continuous focus on leadership in connection with the meetings and contribute to debate and development. It is the Committee's responsibility to complete this program item at the meetings.

Examples of topics that may be interesting to explore further:

- Active involvement with emergency management
- Diversity and inclusiveness: Taking leadership all the way
- Human Relations
- FEU Fire Service Professional Code and Ethics
- Labour management
- Sustainable leadership – how to adapt the SDG (Sustainable Development Goals) within the fire and rescue service
- Zero tolerance for violence, discrimination, bullying etc., in the FRS
- Future challenges

1.2 Officer Development Program (ODP) and Awards

On a strategic level, European fire officers understand little of each other and European laws and regulations. There is, therefore, a lack of insight into dilemmas and procedures and solutions in other countries. We aim to provide more transparency and offer a broader legal perspective, stimulate the sharing of local dilemmas and solutions. And we strive to teach fire officers how to act effectively on a European level (lobbying, networking, addressing issues, etc.)

To achieve this, we will introduce an Officer Development Program (ODP). The ODP will include:

- Peer group exchange
- On-location education (in Europe)
- Online education (MOOC: Massive Online Open Course)

The aim is to reflect and provide peer coaching on common themes, develop leadership on a personal and professional level, keep up-to-date and trained on 'state of the art' knowledge, and gain international experience and networks through exchange. This will result in highly educated fire officers (HiPo) with an open European perspective and an effective collegial network with greater common insight, individual and cultural dilemmas, and possible solutions.

The ODP follows the framework proposal prepared in collaboration with the National Fire Academy of the Netherlands (NFA Netherlands). This framework indicates the position of the ODP concerning the other training courses for managers within the fire service in Europe. The training is divided into four quadrants. The ODP contributes only to the fourth quadrant.

1. Main Education: Bachelor, Master (University)	2. Fire education (or training): Chief, command and control, risk management, Fire Safety Engineering (National Fire Academy)
3. Experience: work/incident experience, 'Drills Skills' exercises, realistic exercises (local fire brigade)	4. Continuous development, local and international development programs, innovations, leadership, finance, human resources, FEU Officer Development Program (FEU-ODP)

A prototype training is expected to be initiated in March 2022. Based on this, the program's curriculum will be established, and from 2023, a class will be trained annually.

Ultimately, the ODP aims to ensure that certificates obtained in one country are recognized and valid in other FEU countries.

Chief Fire Officer of the Year: A European Chief Fire Officer of the Year will be awarded annually. The award is given to a Chief Fire Officer who is a pioneer for leadership, development, handling of future challenges, etc. This year's Chief Fire Officer will be honoured either at an FEU Council meeting or at the conference, where they give a presentation on their view of leadership. The appointment of the Chief Fire Officer of the Year can also provide positive publicity for the FEU and its goals.



1.3 Network Activities

Establishment of an ODP Alumni network: An ODP Alumni network will be established for officers who have completed the ODP. This will form the basis for a pan-European network. The FEU must consider how this network is linked to the FEU and the FEU's activities. Officers who have completed the ODP can be recognized through their invitation to different (EU) projects as representatives for the FEU.

Establishment of FEU Leadership Conferences: FEU Leadership Conferences will be arranged every 2-3 years. The FEU can seek inspiration in implementing the EMS conference with several hundred participants, presentations, competitions and a large number of sponsors and exhibitions. Conferences will draw a significant amount of attention to the FEU.

Establishment of a pan-European Metropolitan Chief Fire Officers Association as part of the FEU: The FEU can advance the establishment of a pan-European Metropolitan Chief Fire Officer Association as part of the FEU. This will help the chief fire officers from major cities in Europe become active participants in the FEU, further contributing to the FEU's goals.

1.4 Leadership Program Schedule

Leadership	2022	2023	2024	2025	2026
	Q1: Determine procedures and goals for Working Groups to realize				
ODP & Awards	ODP to begin with prototype class for practical experience (Class 22)	First ODP standardized curriculum (class 23) First award Chief Fire Officer of the Year	ODP Class 24	ODP Class 25	Evaluation and further development of ODP and awards
Agenda Themes	Leadership topics on the agenda				
Network Activities		Establishing an ODP alumni network	ODP alumni network information exchange	First FEU Leadership Conference	

2. Exchange of Experts and Knowledge Program



Though the FEU has been in existence for more than 25 years, there is still much to gain from sharing knowledge and information. In recent years, the FEU has laid the foundation for connecting individual national fire service organizations on a European level. We intend to use and expand this connection. Not only will knowledge be shared, but experts from various fields of the fire brigade will also be exchanged and will carry out their work in other countries within (and outside) Europe.

We intend to achieve this by:

- Improving contacts between career principal fire and rescue services in Europe
- Exchanging best practice
- Improving knowledge sharing
- Facilitating transnational cooperation concerning public safety
- Creating products - analysis, bulletins, knowledge databases

The Exchange of Experts and Knowledge Program is based on three pillars:

- A. The EU Fire Brigade Compendium
- B. Principal themes
- C. Ad hoc themes



2.1 EU Fire Brigade Compendium

At present, there is no tool to compare different fire protection systems across the EU.

We often asked ourselves the question:

How many firefighters are there per 100,000 inhabitants in Greece or Norway? Who is responsible for establishing fire brigades in Italy? What is the expenditure on fire brigades per 100,000 inhabitants in Estonia?

How are we doing compared to Austria?

There are no defined cross-sectional criteria that could be used to compare the effectiveness of individual systems in individual EU countries. However, it is necessary to determine appropriate criteria that are comparable across countries. In the first phase, the criteria would be connected to demographic data (population, economy) and the number of firefighters. Then, based on a discussion within the FEU, the criteria would be further developed.

The FEU, as the only organization of its kind with officer membership (officers with an overview on a strategic level), could create such a system, provide the data, and update it. Thus, a unique system would be created to support the development of fire brigades. The compendium would be interactive and available from the FEU website or published as a bulletin (1 per 2-3 years). The first compendium will be published in 2023. The aim is to ensure the development and 'survival' of fire brigades through European-wide comparisons.

2.2 Principal Themes

With new technologies and new risks, new challenges arise for fire brigades. The FEU should respond to these challenges and ensure the exchange of information. In addition, the FEU can be a source of information for other fire brigades. For each period, a 'principal theme' would be defined within which an overview of nationalities and experiences from individual EU countries is created. The choice of 'principal themes' will be decided by the FEU. Topics should respond to current and future challenges, and within the 'principal themes', issues that focus on strategy and leadership should be discussed as a matter of priority. This can take the form of articles or questionnaires and comparisons across the EU. The results would be published on the FEU website and in the FEU bulletin.

Principal themes can be derived from the risk analyses of the individual countries, supplemented with information from relevant documents from the European Union. In particular, the European Commission document 'Overview of natural and man-made disaster risks the European Union may face 2021' (Source: European Commission, working document SWD (2020) 330 final/2 on 22.3.2021).



This will lead to the following principal risks identified within Europe:

1. Extreme weather (flooding, drought, wildfires)
2. Ageing society (recruitment and motivation of new firefighters, changes due to ageing of the general population)
3. Disruption to critical infrastructure (industrial accidents, terrorism, cyber threats, geophysical hazard risks, urbanization)
4. Sustainability of society (epidemics/pandemics, animal and plant diseases, nuclear and radiological accidents, energy transition)
5. Health and vitality of firefighters

It is, therefore, crucial to invest in prevention, preparation, and resilience for the identified risks. In addition, we need to boost collective capacity further to respond to high-impact disasters with and without transboundary effects.

2.3 Ad Hoc Themes - Surveys

Ad hoc themes are an operational response within the FEU to current problems in individual countries. Information will be collected from other FEU participants and supplemented by data from experts. The data will be readily available and accessible to all members.

We utilize programs and grants to finance the exchange of knowledge and the existing EU funded project networks (FIRE-IN project, eNOTICE project, MEDEA, etc.) to exchange knowledge.



2.4 Exchange of Experts and Knowledge Program Schedule

Exchange of Experts and Knowledge Program	2022	2023	2024	2025	2026
	Q1: Determine procedures and goals for Working Groups to realize				
Compendium	Q2: Determine compendium content Q3/4: Request data	Q1: First draft compendium Q2: first edition compendium (1st phase data connected to demographic data) Q3/4: Promote compendium	Q1: evaluation of first compendium content and responses; discuss options for further development Q2/4: Implement urgent changes	Implement urgent changes	(Preparations for) update compendium
Principal Themes	Q2: Declaration of FEU principal themes Q3/4: Request data	Q1: Collected overview of information of principal themes from all countries on the website Q2/4: Maintaining an up-to-date overview	Update themes. Add new principal themes	Update themes. Add new principal themes'	Evaluation method and content principal themes; make updates
Ad Hoc Themes	Q2/4: Devise structure and build ad hoc themes to be quickly accessible	Q1/2: Commissioning website for ad hoc themes Q3/4: Update or remove obsolete themes; Add new themes	Update or remove outdated themes; Add new themes	Update or remove outdated themes; Add new themes	Evaluate the method of ad hoc themes. Update or remove outdated themes; Add new themes

3. The Professional Voice Program



The FEU aspires to represent fire and rescue services in Europe concerning strategic topics for all stakeholders. The FEU must be connected to internal and external partners on a European and global level to achieve its goals. A SWOT and environmental analysis will be formed to obtain complete insight into a wide range of potential partners. The FEU needs to identify and connect to partners that can help us achieve our goals.

The activities are again divided into three parts:

- A. Communication
- B. Connecting with internal and external partners
- C. Being present, participating and having an impact

3.1 Communication

To promote the values and achieve the goals, it is necessary to draw up an up-to-date communication plan. Goals, target groups, resources, and defining priorities are included in the communication plan to ensure coherent communication (form and content) between the various Committees and Working Groups and between the individual members of the FEU.

Existing means of communication, such as the recently updated FEU website, will be used. The FEU homepage is kept up to date with the assistance of the FEU Management Board. In addition, a web page for each member country will be available and kept up to date by a SPOC (Single point Of Contact) per country.



In addition, the goal is to:

- Produce a periodic newsletter for members paying yearly fees.
- Utilize social media and focus on specific topics.
- Organize periodic FEU congress in cooperation with the Leadership Program

Before activating other types of memberships (Brigade and CFO members), actual and added-value content must be provided.

3.2 Connecting with Internal Partners

Full members

Currently, almost all European countries are members of the FEU. In principle, all European countries' national fire associations and state fire services are welcome to join the FEU.

Organizations should support the purpose and mission of the FEU and contribute to its goals. An assessment is part of the admission procedure, which also takes the stability of the organization into account.

Other members

In addition to full members, there will be room for other classes of membership in the future:

- Brigade members: individual public services at local, municipal, or regional level
- Chief Fire Officer members: individual career principal fire officers who have daily responsibility for managing municipal/country/regional/national fire brigades at a strategic level of command.

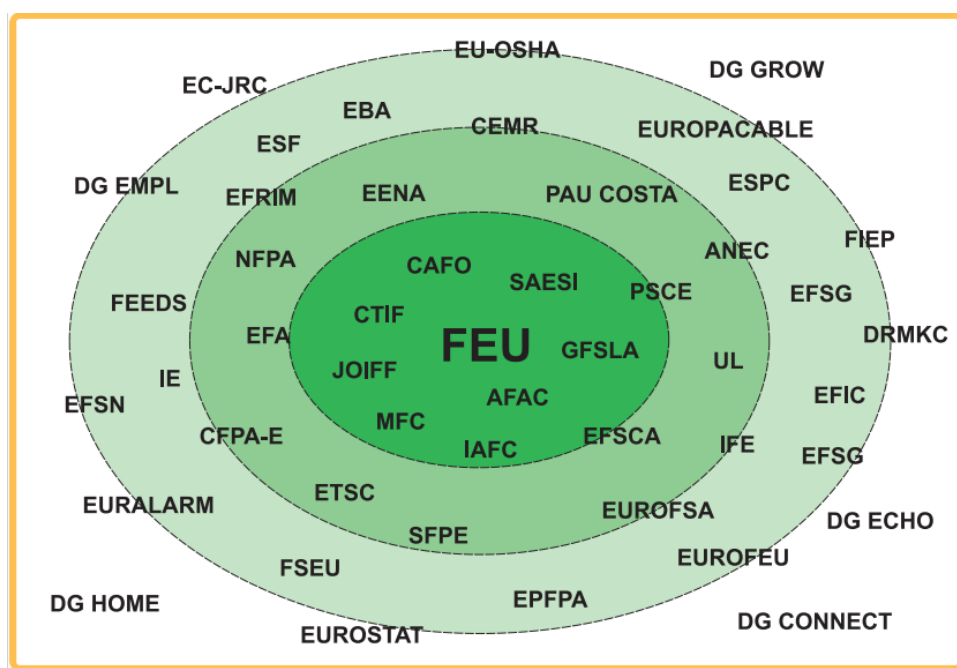
The FEU must decide how these various partnerships will take form. Choices and prioritization will be necessary. After the exchange within the FEU is formed and the requirements and potential benefits of different partners become apparent, the process will launch in 2024.

3.3 Connecting with External Partners

Every FEU member is an ambassador for the FEU and will be part of the voice. Formal and informal meetings, including congresses, will be organized in consultation with the Communication Working Group. The FEU will also participate in EU and global programs that align with our goals and programs. We will search for partners that support and enrich our agenda.

The FEU establishes this connection by maintaining Memoranda of Understanding (MOUs) and collaborating with partner organizations. Currently, these organizations are the CTIF (Comité Technique International de prevention et d'extinction de Feu), EFSCA (European Fire Service Colleges Association), International Association of Fire Chiefs (IAFC), Organización Bomberos Americanos (OBA), Confederation of Fire Protection Associations (CFPA-Europe), Global Fire Safety and Leadership Alliance (GFSLA). This is not a limited list and may be extended in the coming years. The FEU is seeking cooperation with partners that can support us in our Business Plan and leadership developments within the fire service.

Written below is an overview of the organizations with a connection to the FEU (the meaning of the abbreviations can be found in appendix 3).



3.4 The Professional Voice Program Schedule

The Voice	2022	2023	2024	2025	2026
	Q1: Determine procedures and goals for Working Groups to realize				
Communication	Q2: Writing a communication plan in which the necessary means of communication are determined Q3/4: (Continue to) develop communication tools for: +Compendium +Principal themes + Ad hoc themes Q1/4: Keep website up-to-date and supplement	Q1: Supplement communication resources with information supplied by other Working Groups Q2: publication data	Maintain communication and resources and update content	Maintain communication and resources and update content	Evaluate communication plan and (preparation of) update plan and deployed resources.
Partnership and Network		Invite and effect membership of other EU countries	Define other forms of partnership besides full members. Invite partners	Active approach to opening-up to non-EU countries (assessment)	
Presence	Mapping interest groups for the FEU; existing and desired contacts Prepare elevator speech for members to promote the vision and goals of the FEU	Actively promote principal, ad hoc themes; participate in conferences; maintain bilateral contacts		First FEU Leadership Conference	

4. Connection between the Programs

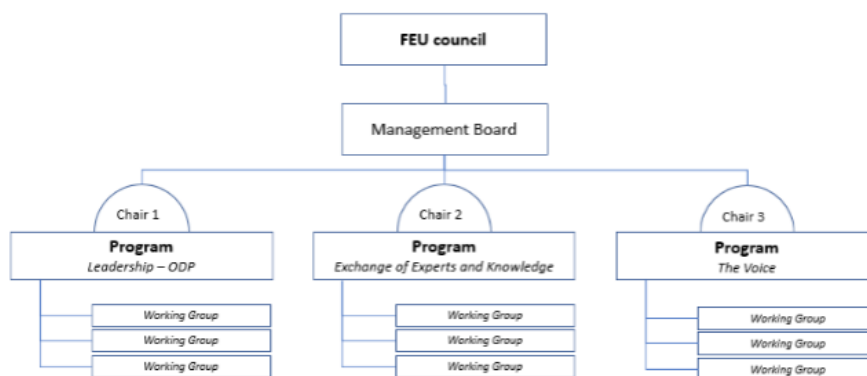


The three programs are not stand-alone programs but work closely together. Within the FEU, leadership strengthens the management style in firefighting operations and the exchange of managers. Role models are valued and awarded. The Exchange of Experts and Knowledge Program forms the substantive basis for the transfer of knowledge and experience for the FEU. The Professional Voice Program uses the content to convey the knowledge, experience, and message within and outside the FEU. By working together via these programs, we can manage the challenges the future holds.

The coordination of the content, planning, and activities, due to the overlap between the various programs and the Working Groups, is crucial.

4.1 Organization Chart

This substantive overview is leading for the way in which the FEU organizes its activities. This has been clarified in an organizational chart that shows the position of Program Committees and Working Groups in relation to the FEU Management Board and FEU Council.



Management Board FEU			
Country	Assoc	Name	Program
Belgium	NB	Wim Van Zele	The Voice
Czech Rep	CAFO	Petr Oslejsek	The Exchange of Experts
Denmark	DB	Jakob Vedsted Andersen	Leadership / ODP
Netherlands	Bwr	chair Stephan Wevers	
Spain	APTb	Mariano Hernández Fernández	
Ireland	CFOA	Secr. Finian Joyce	

The Program Committees are chaired by a member of the FEU Management Board. The other members of the Committees are members of the FEU Council. This includes, in any case, the chairs of the various Working Groups that fall under the program. Both the Committees and the Working Groups can be supplemented with experts for a substantive or process-related contribution. These experts have no voting rights. The aim is that a substantial number of full members are members of a committee or Working Group and that the members are equally divided, depending on the amount of work and the possible contribution of the members.

4.2 Planning

Preparations for the implementation of this business plan will be carried out in 2021. This concerns establishing this plan, forming Working Groups whereby members are assigned to the various groups and the formal arrangement of collaborations where necessary (such as the ODP).

Because it concerns a new way of working for the FEU and most of the Committees and Working Groups will be/have been newly established, the first quarter of 2022 will mainly be spent on setting up the organization. Goals and procedures should be established to provide clarity to the status of the activities and results. From the second quarter of 2022, a strong start can be made with the substantive implementation.

Subject	2022	2023	2024	2025	2026
FEU Council	Q1: Formulate goals; coordinate activities between the FEU Council, FEU Management Board, and Working Groups Q1: Nominate participants for ODP	Determine +First compendium +Principal themes +ODP curriculum Deliver + Information about themes + ODP participants			Determine +Update frequency of compendium
	Q2: Establish a communication plan				
	Q3/4: Provide information for compendium & principal themes				

The planning of the FEU Council and the separate programs can be found in appendix 2.



5. Checks and Balances



The FEU will either succeed or fall with the involvement of its members. Only together can we further professionalize the FEU and promote our values and vision. This business plan is a component of making agreements about activities for the coming years. This chapter sets out how we handle the plan and the conditions and threats to its success.

5.1 Policy Cycle

The policy plan as presented here will be rewritten once every five years. In this, the goals and activities of the previous plan will be evaluated. Then, together with the (European and global) current events of that moment, new goals will be determined for the next five years, including how these goals will be actioned.

In the meantime, the progress of the current plan will be reported annually to the FEU Council. Progress consists of a review of the previous year and a preview of the coming year. This is prepared by the FEU Management Board, which receives the necessary data every six months from the Program Committees and the Working Groups that function under them. Each Committee will hold a meeting at least four times a year.

Agreements will be made between the FEU Council, FEU Management Board, and Program Committees about the decision-making process for various subjects and the ultimate decision-making framework for each body.

5.2 Risks

Sharing knowledge and experience can only succeed with the input of all member countries. However, the various languages spoken in different countries make sharing information more difficult. It has been agreed that the official language within the FEU is English, but not everyone has mastered this language equally well, orally or written. Thus, the language barrier presents a risk in terms of exchange.

For various subjects, it is necessary to supply information from the affiliated countries to substantiate a database and/or compare organizations. Therefore, it is essential to provide up-to-date and correct information on time. Furthermore, the inconsistency of the information shared poses an additional risk to the compendium.

It is vital for the ODP that potential participants are supplied from as many different countries as possible. For the prototype class, the substantive involvement also applies to drawing up a curriculum that satisfies the FEU Council's wishes.

The FEU's plans cost time and money. Therefore, the members of the FEU Council must be willing to invest time in participating in joint activities and in supplying knowledge and information; furthermore, many countries must do this to create a broadly supported network.

References

- FEU Constitution, approved by FEU Council, November 2020
- Global Fire Service Leadership Alliance Charter, May 2017
- European Commission' Overview of natural and man-made disaster risks the European Union may face 2021' (Source: European Commission, working document SWD (2020) 330 final/2 22.3.2021



Appendices

Appendix 1: Member associations of the FEU

Country	Assoc	Name
Austria	OBFV	ÖBFV Österreichischer Bundesfeuerwehrverband
Belgium	BVV	Netwerk Brandweer
Croatia	HVZ	Hrvatska Vratragosna Zajednica
Cyprus	SFOA	Senior Fire Officers' Association
Czech Rep	CAFO	ČAHD Česká Asociace Hasičských Důstojníků
Denmark	DB	Danske Beredskaber
Estonia	EAFRC	Estonian Association of Fire and Rescue Chiefs
Finland	SPPL	SPPL Suomen Palopäälystöliitto
France	FNSPF	FNSPF Fédération Nationale des Sapeurs-Pompiers de France
Germany	VFDB	Vereinigung zur Förderung des Deutschen Brandschutzes
Greece	EAPS	ΕΑΠΣ ΕΝΩΣΗ ΑΞΙΩΜΑΤΙΚΩΝ ΠΥΡΟΣΒΕΣΤΙΚΟΥ ΣΩΜΑΤΟ
Hungary	NDGDM	National Directorate General for Disaster Management
Ireland	CFOA	Chief Fire Officers Association
Latvia	SFRS	State Fire and Rescue Service of Latvia
Lithuania	NFOA	National Fire Officers Association
Luxembourg	FNCSP	Fédération Nationale des Corps de Sapeurs-Pompiers
Netherlands	BN	Brandweer Nederland
Norway	NBLF	Norsk Brannbefals Landsforbund
Portugal	PAFO	Portugese Association of Fire Officers
Slovakia	SAFO	Slovakian Association of Fire Officers
Slovenia	SPFSA	
Spain	APTB	Asociacion Profesional de Tecnicos de Bomberos
Sweden	SBB	Foreningen Sveriges Brandbefäl
UK	NFCC	National Fire Chiefs Council

Appendix 2: Planning

Subject	2022	2023	2024	2025	2026
FEU Council	Q1: Formulate goals; coordination of activities between FEU Council, FEU Management Board, and Working Groups Q1: Nomination of ODP participants Q2: Establish a communication plan Q3/4: Provide information for compendium & principal themes	Determine +First compendium +Principal themes +ODP curriculum Deliver + Information about themes + ODP participants			Determine +Update frequency of compendium
Leadership	Q1: Determine procedures and goals for Working Groups to realize				
ODP & Awards	ODP to begin with prototype class for practical experience (Class 22)	First ODP standardized curriculum (class 23) First award Chief Fire Officer of the Year	ODP Class 24	ODP Class 25	Evaluation and further development of ODP and awards
Agenda Themes	Leadership topics on the agenda				
Network Activities		Establishing an ODP alumni network	ODP alumni network information exchange	First FEU Leadership Conference	
Exchange of Experts and Knowledge Program	Q1: Determine procedures and goals for Working Groups to realize				
Compendium	Q1: Determine procedures and goals for Working Groups to realize	Q1: First draft compendium Q2: first edition compendium (1st phase data connected to demographic data) Q3/4: Promote compendium	Q1: evaluation of first compendium content and responses; discuss options for further development Q2/4: Implement urgent changes	Implement urgent changes	(Preparations for) update compendium
Principal Themes	Q2: Declaration of FEU principal themes Q3/4: Request data	Q1: Collected overview of information of principal themes from all countries on the website Q2/4: Maintaining an up-to-date overview	Update themes. Add new principal themes	Update themes. Add new principal themes	Evaluation method and content principal themes; make updates
Ad Hoc Themes	Q2/4: Devise structure and build ad hoc themes to be quickly accessible	Q1/2: Commissioning website for ad hoc themes Q3/4: Update or remove obsolete themes; Add new themes	Update or remove outdated themes; Add new themes	Update or remove outdated themes; Add new themes	Evaluate the method of ad hoc themes. Update or remove outdated themes; Add new themes

Subject	2022	2023	2024	2025	2026
The voice	Q1: Determine procedures and goals for Working Groups to realize				
Communication	Q2: Writing a communication plan in which the necessary means of communication are determined Q3/4: (Continue to) develop communication tools for: +Compendium +Principal themes + Ad hoc themes Q1/4: Keep website up-to-date and supplement	Q1: Supplement communication resources with information supplied by other Working Groups Q2: publication data	Maintain communication and resources and update content	Maintain communication and resources and update content	Evaluate communication plan and (preparation of) update plan and deployed resources.
Partnership and Network		Invite and effect membership of other EU countries	Define other forms of partnership besides full members. Invite partners	Active approach to opening-up to non-EU countries (assessment)	
Presence	Mapping interest groups for the FEU; existing and desired contacts Prepare elevator speech for members to promote the vision and goals of the FEU	Actively promote principal, ad hoc themes; participate in conferences; maintain bilateral contacts		First FEU Leadership Conference	

Appendix 3: Abbreviations of the connected organizations of the FEU cloud

FEU: Federation of European Fire Officers

CTIF: Comité Technique International de prévention et d'extinction du FEU

GFSLA: Global Fire Service Leadership Alliance

JOIFF: International Organization for Industrial Emergency Response and Fire Hazard Management

IAFC: International Association of Fire Chiefs

MFC: Metropolitan Fire Chiefs

SAESI: Southern Africa Emergency Services Institute

CAFO: Canadian Association of Fire Officers

EFA: European Fire Academy

EFSCA: European Fire Service Colleges Association

PSCE: Public Safety Communication Europe

EENA: European Emergency Number Association

PAU COSTA: Fire Science Community

UL: Underwriters Laboratories

ANEC: European Consumers Voice in standardization

IFE: International Fire Engineers

SFPE: Society of Fire Protection Engineers

CFPA-E: Confederation of Fire Protection Associations

NFPA: National Fire Protection Association (US)

ETSC: European Transport Safety Council

EFRIM: European First Responders Innovation Managers

EBA: European Burns Association

CEMR: Council of European Municipalities and Regions

ESPC: European Society of Protective Clothing

EuroFSA: European Fire Safety Alliance

EPFPA: European Passive Fire Protection Association

FSEU: Fire Safe Europe

FEEDS: Forum for European Electrical Dwellings Safety

EFSN: European Fire Sprinkler Network

EC-JRC: European Commission Joint Research Center

EU-OSHA: European Union Occupation Safety and Health Agency

FIEP: Fire Information Exchange Platform

DRMKC: Disaster Risk management Knowledge Center

DG ECHO: European Civil protection and Humanitarian aid Organisation

DG HOME: Migration and Home Affairs

DG EMPL: Employment (working time directive and OSH)

DG GROW: Internal Market, Industry, Entrepreneurship and SME's (building regulation)

DG CONNECT: Communications, Networks, Content and Technology (broadband)

EUROSTAT: European Statistics

EURALARM: Association of European manufacturers, installers and service providers of electronic Fire Safety and Security industry

IE: Insurance Europe: www.insuranceeurope.eu

EFSG : European Fire and Security Group

EUROPACABLE: wire and cable manufacturers

EUROFEU: manufacturers of fire protection equipment and fire fighting vehicles

ESF: European Safety Federation: manufacturers of PPE

