COMMAND EXERCISE DEBRIEF

Command exercise — Developing fire — day

1 Oct 2026, 19:58 | VFX compositor | revision 15

OUTCOME	DURATION	DECISIONS	METHANE
Contained	T+35 min	5/5 supported	Not submitted

EXERCISE SUMMARY

FIRE CONTROL MOBILISING MESSAGE

Fire Control mobilising. Building fire — developing. Location: Barry. Known risk: Domestic. Caller reports: smoke and flames showing; persons reported. 2 pumps mobilised. You are responding — take command on arrival.

Fire extinguished — smoke clearing to reveal the fire damage. Good stop.

5 of 5 simulator-judged decisions were supported by the recorded conditions.

DEBRIEF

Good stop — the fire was brought under control.

WHAT WENT WELL

- Good call — monitor at T+0 (“Conduct a 360 of the property first”).
- Good call — offensive internal at T+5 (“Make pumps 4, ready BA team for internal attack and search and rescue”).
- Good call — monitor at T+10 (“Establish an inner cordon, cordon off the oxy-acetylene cylinders and ensure fire does not spread near them.”).
- Good call — offensive internal at T+15 (“Continue internal attack with hose reel jets, between the 4 pumps there is plenty of water on scene to get this fire under control”).
- Good call — defensive external at T+20 (“Daisy chain pumps from a working hydrant further down the road to maintain water supply and begin external attack through the smashed window with a 45mm smoothbore”).
- A tasked search located a casualty (T+10).
- Fire extinguished — smoke clearing to reveal the fire damage. Good stop.
- Every judged decision (5) matched the conditions.
- Information confirmed at T+10: the witness (Ms Okafor, neighbour) said “Someone's still inside; I haven't seen them come out” — a search bore it out.
- Information confirmed at T+10: the occupier said “One person unaccounted for — last seen on the first floor” — a search bore it out.
- Property saved (damage 11).

KEY DECISION POINTS

T+00 | GOOD | monitor: "Conduct a 360 of the property first"

T+05 | GOOD | offensive-internal: "Make pumps 4, ready BA team for internal attack and search and rescue"

T+10 | GOOD | monitor: "Establish an inner cordon, cordon off the oxy-acetylene cylinders and ensure fire does not spread near them."

T+15 | GOOD | offensive-internal: "Continue internal attack with hose reel jets, between the 4 pumps there is plenty of water on scene to get this fire under control"

T+20 | GOOD | defensive-external: "Daisy chain pumps from a working hydrant further down the road to maintain water supply and begin external attack through the smashed window with a 45mm smoothbore"

T+25 | NEUTRAL | monitor: "Extend the safety perimeter due to the gas tanks. Make sure fire is fully suppressed and property is empty of casualties"

T+30 | NEUTRAL | monitor: "Continue putting water on the fire and check the rest of the property"

LEARNING POINTS

- Incident states: Venting fire (T+0) -> Under control (T+15) -> Extinguished (T+35).
- Send an early METHANE / informative message to set the incident picture.
- Gather information early — speak to the witness, check the ORI, ask Fire Control and the BA crews — and act on what you learn.

DOCTRINE DEBRIEF (NOT AN ASSESSMENT)

Incident Commander | Command level 1

SFJ Awards Level 3 Award in Initial Incident Command in Fire and Rescue Services | Ofqual 610/0183/1 | Unit 1 (6033) | 65h TQT

Doctrine score 79/100 - COMPETENT

Competent operational command meeting UK FRS standards, with sound dynamic risk assessment and structured execution across core incident phases.

BEHAVIOURAL MARKERS

Situational Awareness: 85/100 - EXEMPLARY

- Level 3 Anticipation demonstrated (1 instance(s)). Proactively predicted fire development, resource escalation, or tactical consequences.
- Limited Level 2 understanding evident. Translate observations into operational meaning (e.g. what dark pulsing smoke signifies for entry safety).
- Level 1 Perception active (6 situational observations recorded).
- All identified critical hazards had corresponding mitigating actions recorded.

Decision Making: 84/100 - COMPETENT

- Orders judged on their effect: 7 given — 5 sound, 0 wrong for the conditions, 2 not scored.
- Decision controls and cues are not captured from typed orders and are not scored.

Interpersonal Communication: 90/100 - EXEMPLARY

- Rapid, prompt acknowledgement to Fire Control.
- Response provided, but did not explicitly repeat back critical operational specifics.
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- Response provided, but did not explicitly repeat back critical operational specifics.
- Rapid, prompt acknowledgement to Command Support.
- Response provided, but did not explicitly repeat back critical operational specifics.
- Rapid, prompt acknowledgement to Adjacent Shopkeeper.
- Response provided, but did not explicitly repeat back critical operational specifics.
- Rapid, prompt acknowledgement to Safety Officer.
- Response provided, but did not explicitly repeat back critical operational specifics.
- Rapid, prompt acknowledgement to Fire Control.
- Response provided, but did not explicitly repeat back critical operational specifics.
- Rapid, prompt acknowledgement to Fire Control.
- Response provided, but did not explicitly repeat back critical operational specifics.
- Rapid, prompt acknowledgement to Pump Operator.
- Response provided, but did not explicitly repeat back critical operational specifics.
- Rapid, prompt acknowledgement to Police Sergeant 4421 (Met).
- Information from Police Sergeant 4421 (Met) was appropriately incorporated into commander's response.
- Rapid, prompt acknowledgement to Safety Officer.
- Response provided, but did not explicitly repeat back critical operational specifics.
- Rapid, prompt acknowledgement to Safety Officer.
- Response provided, but did not explicitly repeat back critical operational specifics.

Teamwork & Coordination: 50/100 - UNSATISFACTORY

- Tactical mode lag in Alfa: Mode changed to DEFENSIVE 10m ago, but crews remain committed inside and are NOT yet accounted for.

Initiate emergency evacuation roll-call.

Leadership & Command Presence: 75/100 - COMPETENT

- Maintained clear command presence and tactical leadership.

Personal Resilience: 90/100 - EXEMPLARY

- Active monitoring intervals maintained without decision stagnation.
- Maintained safe span of control (1 sectors).

DECISION CONTROL PROCESS

7 decisions | 7 recognition-primed, 0 analytical | 0 decision controls completed | 0 stale

SITUATIONAL AWARENESS

DEVELOPING | 7 observations: level 1 perception 6, level 2 understanding 0, level 3 anticipation 1

- Level 3 Anticipation demonstrated (1 instance(s)). Proactively predicted fire development, resource escalation, or tactical consequences.
- Limited Level 2 understanding evident. Translate observations into operational meaning (e.g. what dark pulsing smoke signifies for entry safety).
- Level 1 Perception active (6 situational observations recorded).

CORDON CONTROLS

60/100 | Not compliant | gateway not effective | 0 personnel unaccounted

- Inner cordon established (red/white barrier tape) securing operational hazard area.
- Safety warning: No scene access control point (SACP) established to log personnel entering the inner cordon.

IIMARCH BRIEFING

29/100 | Not passed

+ Information 100/100: Information articulated with 5 key operational term(s).
- Intent 0/100: Missing Intent.
- Method 0/100: Missing Method.
- Administration 0/100: Missing Administration.
+ Risk Assessment 75/100: Risk Assessment articulated with 1 key operational term(s).
- Communications 0/100: Missing Communications.
- Humanitarian Issues 0/100: Missing Humanitarian Issues.
- Briefing lacks structure — ensure key sections (Information, Intent, Method, Risk) are clearly covered.
- Briefing omitted critical element: Intent.
- Briefing omitted critical element: Method.
- Briefing omitted critical element: Administration.
- Briefing omitted critical element: Communications.
- Briefing omitted critical element: Humanitarian Issues.

SAFETY MAXIM

Fully compliant.

STRENGTHS

- Demonstrated proactive Level 3 Anticipation by forecasting fire progression and resource demands.
- Handled all dynamic roleplay injects and operational messages effectively.

LEARNING OPPORTUNITIES

- Sector mode contradiction: Tactical mode lag in Alfa: Mode changed to DEFENSIVE 10m ago, but crews remain committed inside and are NOT yet accounted for. Initiate emergency evacuation roll-call.
- Safety warning: No scene access control point (SACP) established to log personnel entering the inner cordon.
- Operational briefing was unstructured — adopt the standard IIMARCH framework (Information, Intent, Method, Risk).

DECISION EVIDENCE

T+00 | SUPPORTED | monitor

"Conduct a 360 of the property first"

severity 60->73, smoke 65->71 Interpreter confidence: 30%.

T+05 | SUPPORTED | offensive-internal

"Make pumps 4, ready BA team for internal attack and search and rescue"

severity 73->48, smoke 71->86 Interpreter confidence: 67%.

T+10 | SUPPORTED | monitor

"Establish an inner cordon, cordon off the oxy-acetylene cylinders and ensure fire does not spread near them."

severity 48->35, smoke 86->76 Interpreter confidence: 30%.

T+15 | SUPPORTED | offensive-internal

"Continue internal attack with hose reel jets, between the 4 pumps there is plenty of water on scene to get this fire under control"

severity 35->30, smoke 76->51 Interpreter confidence: 50%.

T+20 | SUPPORTED | defensive-external

"Daisy chain pumps from a working hydrant further down the road to maintain water supply and begin external attack through the smashed window with a 45mm smoothbore"

severity 30->25, smoke 51->41 Interpreter confidence: 50%.

T+25 | NOT SCORED | monitor

"Extend the safety perimeter due to the gas tanks. Make sure fire is fully suppressed and property is empty of casualties"

severity 25->20, smoke 41->16 Interpreter confidence: 30%.

T+30 | NOT SCORED | monitor

"Continue putting water on the fire and check the rest of the property"

severity 20->15, smoke 16->0 Interpreter confidence: 33%.

RADIO TRAFFIC RECEIVED

T+05 | PERSONS-REPORTED

Persons reported — neighbour states the occupier may still be inside, first floor.

T+05 | RESOURCE

Pump 2 in attendance — another crew and a further jet available.

T+05 | RESOURCE

PPV fan on scene with the second pump — positive pressure ventilation now available.

T+05 | HAZARD

Command Support: the main-scheme radio channel has failed — no contact with Fire Control. Messages to and from Control will be delayed.

T+05 | HAZARD

Excuse me Officer! The garage in the rear yard has two large oxy-acetylene welding cylinders stored right next to the dividing wall! The owner leaves them pressurized.

T+10 | SAFETY-WARNING

Safety Officer to Incident Commander: Crews committed without an established inner cordon. Establish inner cordon immediately to secure hazard zone.

T+15 | RESOURCE

Pump 3 in attendance (requested at T+5) — another crew and a further jet available.

T+15 | RESOURCE

Pump 4 in attendance (requested at T+5) — another crew and a further jet available.

T+15 | HAZARD

Pump operator to Incident Commander: the hydrant has failed — no pressure on the supply. We are on tank water only; the attack lines are losing pressure.

T+25 | INFO

Police Bronze to Fire Incident Commander: We have set a 50m cordon on Side Alpha. A crowd of approximately 40 onlookers is pressing forward on Side Bravo. Do you require us to extend the safety perimeter?

T+25 | SAFETY-WARNING

Safety Officer to Incident Commander: Mode changed to DEFENSIVE but crews remain inside Alfa sector. Immediate evacuation roll-call required!

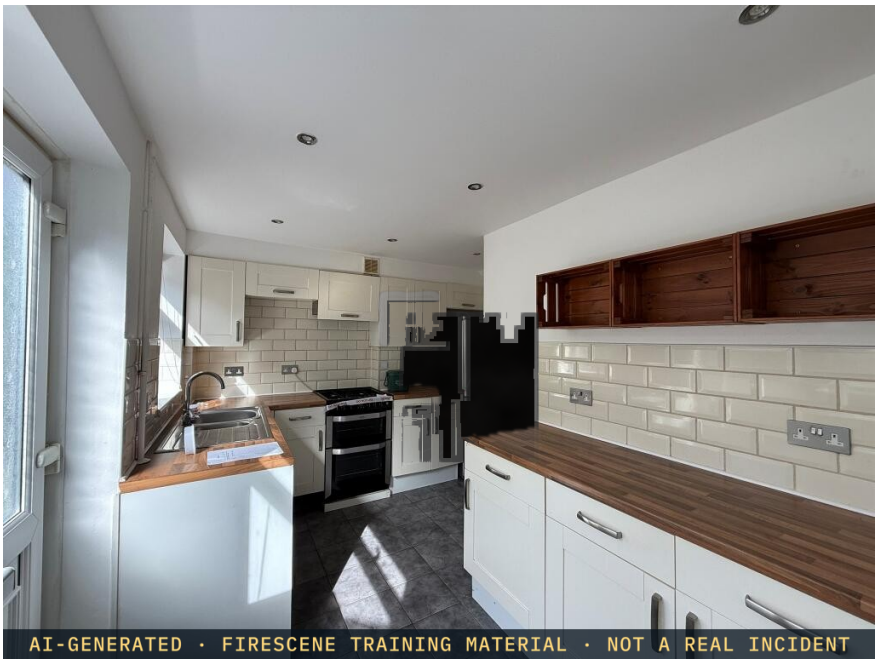
T+30 | SAFETY-WARNING

Safety Officer to Incident Commander: Mode changed to DEFENSIVE but crews remain inside Alfa sector. Immediate evacuation roll-call required!

T+35 | SAFETY-WARNING

Safety Officer to Incident Commander: Mode changed to DEFENSIVE but crews remain inside Alfa sector. Immediate evacuation roll-call required!

FINAL FRAME - T+35 MIN



Smoke clearing as the fire dies — the damage becoming visible. Water supply failing — the attack is making about half the progress it should.

ASSESSMENT STATUS

Simulator judgements in this pack are transparent training heuristics for instructor-led development. They are not a formal competence decision.

INSTRUCTOR / ASSESSOR NOTES

Command exercise — Developing fire — day

Use this page to record observations, questions and agreed development actions during the debrief.

INSTRUCTOR / ASSESSOR

DATE

PARTICIPANT / CREW

ROLE

DEBRIEF NOTES AND AGREED ACTIONS

INSTRUCTOR SIGNATURE

PARTICIPANT SIGNATURE