COMMAND EXERCISE DEBRIEF

# The Willows — Rear Bedroom Fire

14 Oct 2026, 23:02 | VFX compositor | revision 7

| OUTCOME | DURATION | DECISIONS | METHANE |
|---|---|---|---|
| Review | T+15 min | 2/3 supported | 7/7 |

## EXERCISE SUMMARY

FIRE CONTROL MOBILISING MESSAGE

Fire Control mobilising. Building fire — well alight, making up. Location: Brackla, Bridgend. Caller reports: well alight, flames showing. 2 pumps mobilised. Further information: all occupants believed out. You are responding — take command on arrival.

INSTRUCTOR'S BRIEF

Persons reported: none

**Ended by the assessor — Flashover with BA crews committed, a safety-critical failure.**

2 of 3 simulator-judged decisions were supported by the recorded conditions.

**Safety event: Flashover with BA crews committed at T+10**

## DEBRIEF

### The incident got away — but there's plenty to take forward.

WHAT WENT WELL

- Good call — monitor at T+0 ("Establish an inner cordon at the front garden wall").
- Good call — defensive external at T+10 ("Withdraw the BA crews and go defensive, external attack with two jets from the front").
- Sent a strong METHANE / informative message (7/7 sections).

WHAT TO IMPROVE

- Questionable — offensive internal at T+5 ("Commit a BA team to the upstairs rear bedroom") for the conditions at the time.
- Safety-critical — Flashover with BA crews committed (T+10).
- Ended by the assessor — Flashover with BA crews committed, a safety-critical failure.
- Property partially saved (damage 18).

KEY DECISION POINTS

T+00 | GOOD | monitor: "Establish an inner cordon at the front garden wall"

T+05 | QUESTIONABLE | offensive-internal: "Commit a BA team to the upstairs rear bedroom"

T+10 | GOOD | defensive-external: "Withdraw the BA crews and go defensive, external attack with two jets from the front"

LEARNING POINTS

- Incident states: Venting fire (T+0).
- Read the warning signs — sealed compartment, hot pulsing smoke, severe fire — before committing crews.
- 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 54/100 - UNSATISFACTORY

Safety-critical event: Flashover with BA crews committed at T+10. Unsatisfactory command performance with critical safety or coordination lapses that require structured developmental intervention.

### 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 (1 situational observations recorded).
- All identified critical hazards had corresponding mitigating actions recorded.

#### Decision Making: 72/100 - COMPETENT

- Orders judged on their effect: 3 given — 2 sound, 1 wrong for the conditions, 0 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 Mrs Jones.
- Response provided, but did not explicitly repeat back critical operational specifics.
- Rapid, prompt acknowledgement to Mrs Stephens.
- 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 BA Entry Control Officer.
- Information from BA Entry Control Officer was appropriately incorporated into commander's response.

#### Teamwork & Coordination: 75/100 - COMPETENT

- Sector commanders coordinated appropriately.

#### 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 (0 sectors).

### DECISION CONTROL PROCESS

3 decisions | 3 recognition-primed, 0 analytical | 0 decision controls completed | 0 stale

### SITUATIONAL AWARENESS

REACTIVE | 2 observations: level 1 perception 1, 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 (1 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 4 key operational term(s).
- Intent 0/100: Missing Intent.
- Method 0/100: Missing Method.

- Administration 0/100: Missing Administration.
- Risk Assessment 0/100: Missing Risk Assessment.
- Communications 0/100: Missing Communications.
+ Humanitarian Issues 75/100: Humanitarian Issues articulated with 1 key operational term(s).
- 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: Risk Assessment.
- Briefing omitted critical element: Communications.

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

- Safety-critical: Flashover with BA crews committed at T+10 — this overrides the marker average.
- 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**

**"Establish an inner cordon at the front garden wall"**

severity 80->85, smoke 65->73 Interpreter confidence: 30%.

**T+05 | REVIEW | offensive-internal**

**"Commit a BA team to the upstairs rear bedroom"**

severity 85->100, smoke 73->93 Interpreter confidence: 50%.

**T+10 | SUPPORTED | defensive-external**

**"Withdraw the BA crews and go defensive, external attack with two jets from the front"**

severity 100->100, smoke 93->98 Interpreter confidence: 100%.

## RADIO TRAFFIC RECEIVED

T+00 | INFO

Mrs Jones: I live here, I had to get out quickly but my dog is still inside. There is no one else in the house, I think I left my hair straighteners on in the bedroom.

T+05 | INFO

Mrs Stephens: What's going on here then?

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+10 | SAFETY-WARNING

Priority from BA Entry Control: BA emergency — team 1's distress signal is operating and they are not answering the radio.

T+15 | 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?

## COMMANDER'S MESSAGES

**T+00 | METHANE 7/7**

"Not a major incident. The Willows, Brackla, Bridgend. Detached house fire, rear bedroom, first floor. Hazards: fire spread to roof. Access from the front road. No persons, one dog inside. Fire service only, 2 pumps."

All seven METHANE sections were present.

## FINAL FRAME - T+15 MIN

Surround and drown — but the fire is beyond external control and still growing.

## 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

# The Willows — Rear Bedroom Fire

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**