

COMMAND EXERCISE DEBRIEF

The Willows — Rear Bedroom Fire

14 Oct 2026, 13:39 | VFX compositor | revision 9

OUTCOME Contained	DURATION T+30 min	DECISIONS 4/4 supported	METHANE 5/7
-----------------------------	-----------------------------	-----------------------------------	-----------------------

EXERCISE SUMMARY

FIRE CONTROL MOBILISING MESSAGE

Fire Control mobilising. Building fire — well alight, making up. Location: Brackla, Bridgend. Caller reports: well alight, flames showing; persons reported. 2 pumps mobilised. You are responding — take command on arrival.

Stop message sent with the fire under control. Good stop.

4 of 4 simulator-judged decisions were supported by the recorded conditions.

DEBRIEF

Good stop — the fire was brought under control.

WHAT WENT WELL

- Good call — offensive internal at T+0 (“Commit a BA team to the upstairs rear bedroom”).
- Good call — monitor at T+10 (“Establish an inner cordon at the front garden wall”).
- Good call — monitor at T+15 (“Covering jet to the rear, protect the exposures”).
- Good call — offensive internal at T+20 (“Second BA team search the first floor for the dog”).
- Stop message sent with the fire under control. Good stop.
- Every judged decision (4) matched the conditions.
- Property saved (damage 8).

WHAT TO IMPROVE

- METHANE messages were incomplete (best 5/7) — practise a full size-up.
- A casualty on the first floor was never found (unconscious).

KEY DECISION POINTS

- T+00 | GOOD | offensive-internal: "Commit a BA team to the upstairs rear bedroom"
- T+05 | NEUTRAL | monitor: "Carry out a 360 of the building"
- T+10 | GOOD | monitor: "Establish an inner cordon at the front garden wall"
- T+15 | GOOD | monitor: "Covering jet to the rear, protect the exposures"
- T+20 | GOOD | offensive-internal: "Second BA team search the first floor for the dog"
- T+25 | NEUTRAL | monitor: "Stop for The Willows, Brackla, fire out, all persons accounted for"

LEARNING POINTS

- Incident states: Venting fire (T+0) -> Developing fire (T+5) -> Under control (T+15) -> Extinguished (T+25).
- With persons unaccounted for, search the fire floor first — “nobody inside” is a claim, not a fact.
- 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 86/100 - EXEMPLARY

Exemplary command performance demonstrating advanced situational awareness, proactive anticipation, robust decision controls, resilient cognitive management, and decisive operational leadership.

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

Decision Making: 83/100 - COMPETENT

- Orders judged on their effect: 6 given — 4 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 Mrs Jones.
- 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 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 Command Support.
- 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 Safety Officer.
- Response provided, but did not explicitly repeat back critical operational specifics.
- Rapid, prompt acknowledgement to BA Team 1.
- Response provided, but did not explicitly repeat back critical operational specifics.

Teamwork & Coordination: 90/100 - EXEMPLARY

- All operational sectors aligned with declared tactical mode.

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 (2 sectors).

DECISION CONTROL PROCESS

6 decisions | 6 recognition-primed, 0 analytical | 0 decision controls completed | 0 stale

SITUATIONAL AWARENESS

DEVELOPING | 5 observations: level 1 perception 4, 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 (4 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**14/100 | 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 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: Risk Assessment.
- 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.
- Maintained seamless sector coordination and accurate declared-versus-actual tactical alignment.

LEARNING OPPORTUNITIES

- 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 | offensive-internal****"Commit a BA team to the upstairs rear bedroom"**

severity 80->55, smoke 65->80 Interpreter confidence: 50%.

T+05 | NOT SCORED | monitor**"Carry out a 360 of the building"**

severity 55->42, smoke 80->70 Interpreter confidence: 30%.

T+10 | SUPPORTED | monitor**"Establish an inner cordon at the front garden wall"**

severity 42->29, smoke 70->60 Interpreter confidence: 30%.

T+15 | SUPPORTED | monitor**"Covering jet to the rear, protect the exposures"**

severity 29->19, smoke 60->35 Interpreter confidence: 50%.

T+20 | SUPPORTED | offensive-internal**"Second BA team search the first floor for the dog"**

severity 19->9, smoke 35->10 Interpreter confidence: 50%.

T+25 | NOT SCORED | monitor

"Stop for The Willows, Brackla, fire out, all persons accounted for"

severity 9->9, smoke 10->10 Interpreter confidence: 30%.

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 | PERSONS-REPORTED

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

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+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 | SAFETY-WARNING

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

T+10 | PERSONS-REPORTED

Fire Control: a further call about this address — someone is still inside — first floor.

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+25 | HAZARD

BA team 1: hose burst on the attack line — no water at the branch. Holding position while the length is replaced.

COMMANDER'S MESSAGES

T+00 | METHANE 5/7

"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."

Missing sections: H — hazards, present and developing, E — emergency services present and required.

FINAL FRAME - T+30 MIN

Equipment failure — the attack stalls with no water at the branch; crews hold their ground while the line is replaced.

ASSESSMENT STATUS

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

The Willows — Rear Bedroom Fire

INSTRUCTOR / ASSESSOR

DATE _____

PARTICIPANT / CREW

ROLE

INSTRUCTOR SIGNATURE

PARTICIPANT SIGNATURE