

COMMAND EXERCISE DEBRIEF

The Willows — Rear Bedroom Fire

13 Oct 2026, 07:46 | VFX compositor | revision 3

OUTCOME

Review

DURATION

T+10 min

DECISIONS

1/1 supported

METHANE

Not submitted

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. 4 pumps and an aerial ladder platform mobilised. You are responding — take command on arrival.

Backdraft with BA crews committed — a safety-critical failure.

1 of 1 simulator-judged decisions were supported by the recorded conditions.

Safety event: Backdraft 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 ("Perform a 360 of the property").
- Every judged decision (1) matched the conditions.

WHAT TO IMPROVE

- Questionable — offensive internal at T+5 ("Establish a water supply, commit a BA crew inside to begin an internal attack and begin an external attack from the rear of the property through the window.") for the conditions at the time.
- Safety-critical — Backdraft with BA crews committed (T+10).
- Backdraft with BA crews committed — a safety-critical failure.
- A casualty on the first floor was never found (unconscious).
- Property partially saved (damage 11).

KEY DECISION POINTS

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

T+05 | QUESTIONABLE | offensive-internal: "Establish a water supply, commit a BA crew inside to begin an internal attack and begin an external attack from the rear of the property through the window."

LEARNING POINTS

- Incident states: Arrival (T+0) -> Developing fire (T+5).
- Read the warning signs — sealed compartment, hot pulsing smoke, severe fire — before committing crews.
- Send an early METHANE / informative message to set the incident picture.
- 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 54/100 - UNSATISFACTORY

Safety-critical event: Backdraft 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: 70/100 - COMPETENT**

- No explicit Level 3 anticipation recorded. Look ahead: verbalise predicted fire spread and future resource needs before escalation occurs.
- Limited Level 2 understanding evident. Translate observations into operational meaning (e.g. what dark pulsing smoke signifies for entry safety).
- Level 1 Perception active (2 situational observations recorded).
- All identified critical hazards had corresponding mitigating actions recorded.

Decision Making: 63/100 - DEVELOPING

- Orders judged on their effect: 2 given — 1 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 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.
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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 (1 sectors).

DECISION CONTROL PROCESS

2 decisions | 2 recognition-primed, 0 analytical | 0 decision controls completed | 0 stale

SITUATIONAL AWARENESS

REACTIVE | 2 observations: level 1 perception 2, level 2 understanding 0, level 3 anticipation 0

- No explicit Level 3 anticipation recorded. Look ahead: verbalise predicted fire spread and future resource needs before escalation occurs.
- Limited Level 2 understanding evident. Translate observations into operational meaning (e.g. what dark pulsing smoke signifies for entry safety).
- Level 1 Perception active (2 situational observations recorded).

CORDON CONTROLS

20/100 | Not compliant | gateway not effective | 0 personnel unaccounted

Uncontrolled hazards: uncontrolled-inner-perimeter

- Critical breach: Crews committed into hazard area without an established inner cordon.
- 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

- Handled all dynamic roleplay injects and operational messages effectively.
- Maintained seamless sector coordination and accurate declared-versus-actual tactical alignment.

LEARNING OPPORTUNITIES

- Safety-critical: Backdraft with BA crews committed at T+10 — this overrides the marker average.
- Critical breach: Crews committed into hazard area without an established inner cordon.
- 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****"Perform a 360 of the property"**

severity 80->83, smoke 65->76 Interpreter confidence: 30%.

T+05 | REVIEW | offensive-internal**"Establish a water supply, commit a BA crew inside to begin an internal attack and begin an external attack from the rear of the property through the window."**

severity 83->100, smoke 76->96 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 | 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

Pump 3 in attendance — another crew and a further jet available.

T+05 | RESOURCE

Pump 4 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 | RESOURCE

Aerial ladder platform in attendance — available as a water tower or for roof work.

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.

FINAL FRAME - T+10 MIN

BA crews committed into backdraft conditions — violent ignition on entry.

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