

COMMAND EXERCISE DEBRIEF

The Willows — Multiple viewpoint effects testing

7 Oct 2026, 13:40 | 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 ("Establish a cordon, perform a 360, establish a water supply strategy").
- A tasked search located a casualty (T+10).
- Every judged decision (1) matched the conditions.
- Information confirmed at T+10: the witness (Mrs Patel, 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.

WHAT TO IMPROVE

- Questionable — offensive internal at T+5 ("Source of fire is rear first floor bedroom window, commit 2x BA crews inside to attack source of fire with a 45mm hose and smoothbore branch and search for casualties. Rear of property to be attacked externally with hose ran through the gate to the side of the property") for the conditions at the time.
- Safety-critical — Backdraft with BA crews committed (T+10).
- Backdraft with BA crews committed — a safety-critical failure.
- Property partially saved (damage 11).

KEY DECISION POINTS

T+00 | GOOD | monitor: "Establish a cordon, perform a 360, establish a water supply strategy"

T+05 | QUESTIONABLE | offensive-internal: "Source of fire is rear first floor bedroom window, commit 2x BA crews inside to attack source of fire with a 45mm hose and smoothbore branch and search for casualties. Rear of property to be attacked externally with hose ran through the gate to the side of the property"

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.
- 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 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 Adjacent Shopkeeper.
- 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 (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

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

- 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.
- 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 a cordon, perform a 360, establish a water supply strategy"

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

T+05 | REVIEW | offensive-internal

"Source of fire is rear first floor bedroom window, commit 2x BA crews inside to attack source of fire with a 45mm hose and smoothbore branch and search for casualties. Rear of property to be attacked externally with hose ran through the gate to the side of the property"

severity 83->100, smoke 76->96 Interpreter confidence: 50%.

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

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+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 | HAZARD

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

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.

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INSTRUCTOR / ASSESSOR

DATE _____

PARTICIPANT / CREW

ROLE

DEBRIEF NOTES AND AGREED ACTIONS

INSTRUCTOR SIGNATURE

PARTICIPANT SIGNATURE