COMMAND EXERCISE DEBRIEF

The Willows — Rear Bedroom Fire

14 Oct 2026, 19:41 | VFX compositor | revision 6

OUTCOME	DURATION	DECISIONS	METHANE
Review	T+15 min	2/3 supported	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. 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+15

DEBRIEF

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

WHAT WENT WELL

- Good call — monitor at T+0 (“Carry out a 360 of the building”).
- Good call — monitor at T+5 (“Establish an inner cordon at the front”).

WHAT TO IMPROVE

- Questionable — offensive internal at T+10 (“Commit a BA team to the upstairs rear bedroom”) for the conditions at the time.
- Safety-critical — Flashover with BA crews committed (T+15).
- Ended by the assessor — Flashover with BA crews committed, a safety-critical failure.
- Property partially saved (damage 17).

KEY DECISION POINTS

T+00 | GOOD | monitor: "Carry out a 360 of the building"

T+05 | GOOD | monitor: "Establish an inner cordon at the front"

T+10 | QUESTIONABLE | offensive-internal: "Commit a BA team to the upstairs rear bedroom"

LEARNING POINTS

- Incident states: Venting fire (T+0).
- 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: Flashover with BA crews committed at T+15. 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 (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.

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

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

SITUATIONAL AWARENESS

REACTIVE | 1 observations: level 1 perception 1, 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 (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

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

LEARNING OPPORTUNITIES

- Safety-critical: Flashover with BA crews committed at T+15 — 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

"Carry out a 360 of the building"

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

T+05 | SUPPORTED | monitor

"Establish an inner cordon at the front"

severity 85->89, smoke 73->79 Interpreter confidence: 30%.

T+10 | REVIEW | offensive-internal

"Commit a BA team to the upstairs rear bedroom"

severity 89->100, smoke 79->99 Interpreter confidence: 50%.

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+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.

FINAL FRAME - T+15 MIN

BA crews committed into a compartment that has flashed over — crews driven out, casualties likely.

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

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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