



Incident Command

Level 2 Intermediate Incident Command Training Guide

Course Title

Tactical Command Skills Training (Development)

Course Code

TFCSTD



Aim, Objectives, and Performance Standard

Aim	 Confirmation of Level 2 Incident Command skills through incident simulation 					
Objectives	 Demonstrate the role of Incident Commander Demonstrate functional command support roles Demonstrate effective incident command skills 					
Performance Standard	 EFSM2: Lead monitor and support people to resolve operational incidents Level 2 Incident Command Knowledge Profile 					

Learning Outcomes

The Tactical Command Skills Training (Development) course provides the initial development for Level 2 Incident Command. It is designed to support individuals to develop competency for the role.

The training provides opportunities to develop, practise, improve and confirm the skills and knowledge for the Incident Commander (IC) role, using realistic and challenging incident scenarios, covering a comprehensive range of simulated incident types.

Delegates will be encouraged to draw on previous operational experiences, acquired knowledge, and past training when undertaking the IC role.

In order to meet the course aim and objectives, delegates must demonstrate effective command skills and the application of appropriate technical knowledge to the standard of performance required for the role.

The trainer (facilitator) facilitating the incident simulations gathers evidence of individual performance whilst delegates undertake the role of IC. Observation and confirmation of delegate command skills and knowledge is measured against the National Occupational Performance Standard (EFSM2) and Level 2 Incident Command Knowledge Profile.

The facilitator will confirm to delegates where the required standard has been met and, if appropriate, any areas of learning required.



Learning Outcomes - Level 2 Incident Command Skills and Knowledge

The learning outcome for all incident command simulations is that delegates demonstrate the required standard of performance for the role of Incident Commander.

Where detailed clarification is sought by delegates or required by the facilitator, reference is to be made to the Level 2 Incident Command Knowledge Profile and e-learning modules to confirm understanding or substantiate performance standard.

Trainer observation and delegate feedback is aligned to the command skills and technical knowledge outlined below:

Command Skills:

- Leadership
- Situational awareness
- · Command decision-making
- Incident Commander communication
- Personal resilience

Safety Management:

- Firefighter safety maxim
- Risk assessment at an incident
- Emergency evacuation and tactical withdrawal

Organisation of the Incident Ground:

- Command roles and responsibilities
- Multi-agency arrangements
- · Structuring an incident
- Firefighter emergency
- Fire survival quidance call

Operational (Technical) Knowledge:

- Dealing with fire incidents
- Dealing with transportation incidents
- Dealing with hazardous materials and environmental protection incidents
- · Dealing with special risks
- Associated operations, policies, and procedures

Authenticating evidence of delegate performance

Trainer Responsibilities:

- To complete the delegate evidence capture documentation (see facilitator guide)
- To ensure the lead trainer records and securely stores audio and visual performance of each delegate during their final command observation exercise on the p-drive for a period of six months.



Learning Methodology

Tactical Command Skills Training is designed to support individuals in developing and maintaining competency for Level 2 Intermediate Incident Command. Focused on LFB-prioritised incident types, the training will take delegates through an intensive and comprehensive trainer-facilitated programme of simulated incident command experiences.

The aim is to provide delegates with a range of incidents where they can demonstrate their ability to undertake the incident commander and functional command support roles. The emphasis is on command skills, and the cognitive and interpersonal qualities that are critical for ICs to possess to underpin their judgements, decisions, and behaviours. Specifically, delegates will have the opportunity to demonstrate their ability to understand the incident situation as it unfolds, identifying and prioritising problems, and developing a plan to resolve the incident. Key skills, including, situational awareness, decision making, safety management and incident ground organisation, are scrutinised throughout all incident simulations.

Working within small syndicates, delegates will take it in turn to undertake the IC role. When not carrying out the IC role, delegates will observe and evaluate the performance of the IC. Conducted in a calm and non-threatening learning environment, delegates are encouraged to explore decisions, share ideas, and discuss operational options to resolve the incident. Learning will be facilitated by continuous coaching and mentoring, peer review and shared learning. Command decisions and actions will be reflected back to delegates for analysis and discussion. Good practice will be reinforced as incident scenarios are worked through.

Underperformance and poor practice will be skilfully challenged by the facilitator and constructively fed back to bring about a common understanding that meets the performance standard for the role.

The facilitator is responsible for ensuring delegate performance review and feedback are positive, supportive, non-threatening, and based on valid evidence of actual delegate performance.

'Good feedback provides the understanding to address the gap between the desired standard of performance and the delegate's achievement'

If a delegate is required to undergo an individual 'Command Observation' as part of the course, the facilitator will observe delegate performance and evaluate that performance against the standard required for the role. Delegates will not be coached or mentored while undertaking the command observation, but will receive feedback on their performance. Confirmation of delegate achievement will be provided to both the individual and LFB.

Tactical Command Skills training will not determine if an individual is competent in role, but will supplement the evidence of performance generated in the workplace. The LFB is responsible for assessing and determining a person's competence for the role.





Training Content

Course Duration	5 x 8 hour days (non-residential)					
XVR based	9 x 90 minute incident simulations					
Classroom based	6 hours (4 x 90 min)					
Command Unit	4 x 90 minute incident simulations					
Breaks	1 hour 30 minutes per day					
Learning Style	Trainer-led, facilitative, individual, and syndicate-based learning					
Pre-requisites	25 hours 30 minutes of distance learning - Completion of Level 2 Incident Command e-Learning (accessed via LMS)					
Trainer Qualification	Incident Command trainer (Level 2)					

Lesson Plan

Day and Timings	Activity	Resource	Trainer Notes
Day 1 30 minutes	 Introduction Trainer introductions Delegate registration Health and Safety brief Course aim and objectives Course overview 	 Briefing room Delegate register 1 x whiteboard or flipchart marker pens 2 x Incident Command trainers 	Trainer to undertake course introduction. Account for all delegates on register, address any anomalies. Trainer to explain learning methodology during course overview. Clarify points raised by delegates in relation to the course introduction.
55 minutes	 Operational Readiness & incident notification Operational readiness - considerations Incident notifications and mobilising for Level 2 incident commanders in accordance with LFB Policy Note: 412 Mobilising Policy 	 2 x Incident Command trainers 1 x whiteboard and pens in each pod 1 x PowerPoint presentation 	Trainer to deliver presentation using interactive skills to confirm understanding.
15 minutes	Break		

Day and Timings	Activity	Resource	Trainer Notes
Day 1 (cont.) 55 minutes	 Spans of control – Sector Commander Command Support – Business continuity Confirmation of understanding Spans of control – Sector Commander Command Support – Business continuity in the context Level 2 incident command 	 2 x Incident Command trainers 1 x whiteboard and pens in each pod 3 x PowerPoint presentation 	Trainer to deliver presentation using interactive skills to confirm understanding.
45minutes	 JESIP & Working with neighbouring brigades Confirmation of understanding JESIP principles and working with other brigades in the context of Level 2 	 2 x Incident Command Trainers 1 x whiteboard and pens in each pod 2 x Power point presentation 	Trainer to deliver presentation using interactive skills to confirm understanding.
60 minutes	Break		

Day and Timings	Activ	vity	Resource	Trainer Notes
Day 1 (cont.) 90 minutes	 GROUP Command Unit familiarisation Introduction and demonstration of CU equipment, layout and CU staff roles 	 GROUP 2 Command Unit familiarisation Situational awareness Decision making DRA 	 CU (Beckton / Harrow) Briefing room 2 x Incident Command Trainers (1 per group) 3 x Power point presentation 1 x CSS laptop 	(Delegates spilt into 2 groups) Trainer to conduct CU familiarisation. Trainer to deliver presentation using interactive skills to confirm understanding.
15 minutes		Break		
90 minutes	 GROUP 2 Command Unit familiarisation Introduction and demonstration of CU equipment, layout, and CU staff roles 	 GROUP 1 Command Unit familiarisation Situational awareness Decision making DRA 	 CU (Beckton / Harrow) Briefing room 2 x Incident Command Trainers (1 per group) 3 x Power point presentation 1 x CSS Iaptop 	(Delegates spilt into 2 groups) Trainer to conduct CU familiarisation. Trainer to deliver presentation using interactive skills to confirm understanding.

Day and Timings	Activity	Resource	Trainer Notes
Day 1 (cont.)	XVR demonstration and look forward to days 2, 3, and 4		
25 minutes	 Demonstration of XVR Look forward to days 2, 3, and 4 		

Day and Timings		Activ	ity	Resource	Trainer Notes	
Day 2 20 minutes	IntroductionTrainer introduDelegate regisHealth and SafeLook forward	tration		 Briefing room Delegate register 1 x whiteboard or flipchart marker pens 2 x Incident Command trainers 	Trainer to address all issues raised.	
90 minutes	CU - Syndicate working Command team exercise	Workshop 1 Sector Commander	Workshop 2 Damage Control	Workshop 3 Safety Officer Sector Commander Safety	 1 x Command Unit 3 x XVR Pods & Laptops 5 x Trainers CU 1 x Trainer each XVR Pod 	Command team exercise (Basic Command Structure).
15 minutes				Break		
90 minutes	CU - Syndicate working Command team exercise	Workshop 1 Sector Commander	Workshop 2 Damage Control	Workshop 3 Safety Officer Sector Commander Safety	 1 x Command Unit 3 x XVR Pods & Laptops 5 x Trainers CU 1 x Trainer each XVR Pod 	Command team exercise (Basic Command Structure).
60 minutes				Break		



Day and Timings		Activ	ity	Resource	Trainer Notes	
Day 2 (cont.) 90 minutes	CU - Syndicate working Command team exercise	Workshop 1 Sector Commander	Workshop 2 Damage Control	Workshop 3 Safety Officer Sector Commander Safety	 1 x Command Unit 3 x XVR Pods & Laptops 5 x Trainers CU 1 x Trainer each XVR Pod 	Command team exercise (Basic Command Structure).
15 minutes				Break		
90 minutes	CU - Syndicate working Command team exercise	Workshop 1 Sector Commander	Workshop 2 Damage Control	Workshop 3 Safety Officer Sector Commander Safety	 1 x Command Unit 3 x XVR Pods & Laptops 5 x Trainers CU 1 x Trainer each XVR Pod 	Command team exercise (Basic Command Structure).
10 minutes	Trainer and Dele	egate Review		Briefing room	Trainer to address all issues raised.	

Day and Timings		Acti	vity	Resource	Trainer Notes	
Day 3 20 minutes	Trainer introductionsDelegate registration				 Briefing room 1 x whiteboard or flipchart marker pens 2 x Incident Command trainers 	Trainer to address all issues raised.
90 minutes	CU - Syndicate working Command Team exercise	Workshop 4 Monitoring Officer	Workshop 5 Firefighter Emengency	Workshop 6 Water Officer	 1 x Command Unit 3 x XVR Pods & Laptops 5 x Trainers CU 1 x Trainer each XVR Pod 	Command team exercise (Basic Command Structure).
15 minutes				Brea	ık	
90 minutes	CU - Syndicate working Command Team exercise	Workshop 4 Monitoring Officer	Workshop 5 Firefighter Emergency	Workshop 6 Water Officer	 1 x Command Unit 3 x XVR Pods & Laptops 5 x Trainers CU 1 x Trainer each XVR Pod 	Command team exercise (Basic Command Structure).
60 minutes				Brea	ık	

Day and Timings		Acti	vity		Resource	Trainer Notes	
Day 3 (cont.)	CU - Syndicate working	Workshop 4	Workshop 5	Workshop 6	1 x Command Unit3 x XVR Pods &	Command team exercise (Basic Command Structure).	
90 minutes	Command team exercise	Monitoring Officer	Firefighter Emergency	Water Officer	Laptops5 x Trainers CU1 x Trainer each XVRPod		
15 minutes				Brea	ak		
90 minutes	CU - Syndicate working Command team exercise	Workshop 4 Monitoring Officer	Workshop 5 Firefighter Emergency	Workshop 6 Water Officer	 1 x Command Unit 3 x XVR Pods & Laptops 5 x Trainers CU 1 x Trainer each XVR Pod 	Command team exercise (Basic Command Structure).	
10 minutes	Trainer and de	legate Review			Briefing room	Trainer to address all issues raised.	

Day and Timings	Activity				Resource	Trainer Notes
Day 4 20 minutes	 Introduction Trainer introd Delegate reg Health and Sa Look forward 	istration afety brief			 Briefing room 1 x whiteboard or flipchart marker pens 2 x Incident Command trainers 	Trainer to address all issues raised.
90 minutes	CU - Syndicate working Command team exercise	Workshop 7 Marshalling Officer	Workshop 8 Operations Commander	Workshop 9 Fire Survival Guidance	 1 x Command Unit 3 x XVR Pods & Laptops 5 x Trainers CU 1 x Trainer each XVR Pod 	Command team exercise (Basic Command Structure).
15 minutes				Bre	ak	
90 minutes	CU - Syndicate working Command team exercise	Workshop 7 Marshalling Officer	Workshop 8 Operations Commander	Workshop 9 Fire Survival Guidance	 1 x Command Unit 3 x XVR Pods & Laptops 5 x Trainers CU 1 x Trainer each XVR Pod 	Command team exercise (Basic Command Structure).
60 minutes				Bre	ak	



Day and Timings	Activity				Resource	Trainer Notes	
Day 4 (cont.)	CU - Syndicate working	Workshop 7	Workshop 8	Workshop 9	1 x Command Unit3 x XVR Pods &	Command team exercise (Basic Command Structure).	
90 minutes	Command team exercise	Marshalling Officer	Operations Commander	Fire Survival Guidance	Laptops5 x Trainers CU1 x Trainer each XVRPod		
15 minutes				Brea	eak		
90 minutes	CU - Syndicate working Command team exercise	Workshop 7 Marshalling Officer	Workshop 8 Operations Commander	Workshop 9 Fire Survival Guidance	 1 x Command Unit 3 x XVR Pods & Laptops 5 x Trainers CU 1 x Trainer each XVR Pod 	Command team exercise (Basic Command Structure).	
10 minutes	Trainer and Delegate Review				Briefing room	Trainer to address all issues raised.	

Day and Timings	Activ	vity	Resource	Trainer Notes
Day 5 45 minutes	Beckton Command Unit preparation Control room preparation Administration preparation Delegate 1 pre-brief	Harrow Command Unit preparation Control room preparation Administration preparation Delegate 7 pre-brief		Command Unit or simulated Command Unit pod. If 2 CU pods are available a single venue can be used.
45 minutes	L2 Command observation Command Unit – Beckton Command Observation Command Observation Delegate 1 Command Observation Delegate 7		• 8 x Trainers (4 x Trainers each CU)	
15 minutes	 Observation set-up and trainer prep Command Unit preparation Control room preparation Administration preparation Delegate 1 debrief Delegate 2 pre-brief Command Unit preparation Control room preparation Administration preparation Delegate 7 debrief Delegate 8 pre-brief 		Command Unit or simulated Command Unit	
15 minutes		Break		

Day and Timings	Activity		Resource	Trainer Notes
Day 5 (cont.)	L2 Command	d Observation	• 8 x Trainers (4 x	
45 minutes	Command Unit – Beckton Command Observation Delegate 2	Command Unit – Harrow Command Observation Delegate 8	Trainers each CU)	
	Observation set-u	p and Trainer prep		
15 minutes	 Command Unit preparation Control room preparation Administration preparation Delegate 2 debrief Delegate 3 pre-brief 	 Command Unit preparation Control room preparation Administration preparation Delegate 8 debrief Delegate 9 pre-brief 		
	L2 Command	d Observation	• 8 x Trainers (4 x	
45 minutes	Command Unit - Beckton Command Observation Delegate 3	Command Unit - Beckton Command Observation Delegate 9	Trainers each CU)	
	Observation set-u	p and Trainer prep		
15 minutes	 Command Unit preparation Control room preparation Administration preparation Delegate 3 debrief Delegate 4 pre-brief 	 Command Unit preparation Control room preparation Administration preparation Delegate 9 debrief Delegate 10 pre-brief 		
60 minutes		Brea	ak	



Day and Timings	Acti	vity	Resource	Trainer Notes
Day 5 (cont.)	L2 Command	Observation	• 8 x Trainers (4 x	
45 minutes	Command Unit - Beckton Command Observation Delegate 4	Command Unit - Harrow Command Observation Delegate 10	Trainers each CU)	
	Observation set-up	and Trainer prep		
15 minutes	 Command Unit preparation Control room preparation Administration preparation Delegate 4 debrief Delegate 5 pre-brief 	 Command Unit preparation Control room preparation Administration preparation Delegate 10 debrief Delegate 11 pre-brief 		
	L2 Command		• 8 x Trainers (4 x	
45 minutes	Command Unit - Beckton Command Observation Delegate 5	Command Unit - Beckton Command Observation Delegate 11	Trainers each CU)	
15 minutes	Observation set-up	and Trainer prep		
	 Command Unit preparation Control room preparation Administration preparation Delegate 5 debrief Delegate 6 pre-brief 	 Command Unit preparation Control room preparation Administration preparation Delegate 11 debrief Delegate 12 pre-brief 		
15 minutes		Break		



Day and Timings	Activity		Resource	Trainer Notes
	L2 Command	L2 Command Observation		
45 minutes	Command Unit - Beckton Command Observation Delegate 6	Command Unit - Harrow Command Observation Delegate 12	Trainers each CU)	
	Pack-up and final administration			
15 minutes	Command Unit preparationControl room pack awayFinal AdministrationDelegate 6 debrief	Command Unit preparationControl room pack awayFinal AdministrationDelegate 12 debrief		

30 minutes	Introduction to Course		Incident Simulations
55 minutes	Operational readiness and incident notifi	cation	
15 minutes	Br	eak	
55 minutes	Spans of control – Sector Commander Co	mmand Support – Business continuity	
30 minutes	JESIP and Working with neighbouring Brig	ades	
60 minutes	Br	eak	
90 minutes	GROUP 1	GROUP 2	
	Command Unit familiarisation		
15 minutes	Bro	eak	
90 minutes	GROUP 2	GROUP 2	
	Command Unit familiarisation	Situational awareness Decision making DRA	
25 minutes	XVR demonstration and look forward to d		
	• Demonstration of XVR		
	• Look forward to days 2, 3, and 4		



20 minutes	Introduction to Day 2				Incident Simulations
90 minutes	CU - Syndicate Command team exercise (Basic)	Workshop 1 Sector Commander	Workshop 2 Damage Control	Workshop 3 Safety Officer	The allocation of incident type and scenario been agreed in consultation
	,		<u> </u>	Sector Cmdr. Safety	with the LFB.
15 minutes		Bre	eak		
90 minutes	CU - Syndicate	Workshop 1	Workshop 2	Workshop 3	
	Command team exercise (Basic)	Sector Commander	Damage Control	Safety Officer Sector Cmdr. Safety	
60 minutes		Bre	eak		
90 minutes	CU - Syndicate	Workshop 1	Workshop 2	Workshop 3	
	Command team exercise (Basic)	Sector Commander	Damage Control	Safety Officer Sector Cmdr. Safety	
15 minutes		Bre	eak		
90 minutes	CU - Syndicate	Workshop 1	Workshop 2	Workshop 3	
	Command team exercise (Basic)	Sector Commander	Damage Control	Safety Officer Sector Cmdr. Safety	
10 minutes	Trainer and Delegate Review Opportunity for Trainers and delegates to raise and discuss issues, that have not been dealt with previously, relating to training activities undertaken.				



20 minutes	Administration				Incident Simulations
90 minutes	CU - Syndicate	Workshop 4	Workshop 5	Workshop 6	The allocation of incident
	Command team exercise (moderate)	Monitoring Officer	Firefighter Emergency	Water Officer	type and scenario been agreed in consultation with the LFB.
15 minutes		Bre	eak		
90 minutes	CU - Syndicate	Workshop 4	Workshop 5	Workshop 6	
	Command team exercise (moderate)	Monitoring Officer	Firefighter Emergency	Water Officer	
60 minutes		Bre	eak		
90 minutes	CU - Syndicate	Workshop 4	Workshop 5	Workshop 6	
	Command team exercise (moderate)	Monitoring Officer	Firefighter Emergency	Water Officer	
15 minutes		Bre	eak		
90 minutes	CU - Syndicate	Workshop 4	Workshop 5	Workshop 6	
	Command team exercise (moderate)	Monitoring Officer	Firefighter Emergency	Water Officer	
10 minutes	Trainer and Delegate Review Opportunity for trainers and delegates to raise and discuss issues that have not been dealt with previously, relating to training activities undertaken.				

20 minutes	Administration				Incident Simulations
90 minutes	CU - Syndicate	Workshop 7	Workshop 8	Workshop 9	The allocation of incident
	Command team exercise (complex)	Marshalling Officer	Ops Commander	Fire Survival Guidance	type and scenario been agreed in consultation with the LFB.
15 minutes		Bre	eak		
90 minutes	CU - Syndicate	Workshop 7	Workshop 8	Workshop 9	
	Command team exercise (complex)	Marshalling Officer	Ops Commander	Fire Survival Guidance	
60 minutes		Bre	eak		
90 minutes	CU - Syndicate	Workshop 7	Workshop 8	Workshop 9	
	Command team exercise (complex)	Marshalling Officer	Ops Commander	Fire Survival Guidance	
15 minutes		Bre	eak		
90 minutes	CU - Syndicate	Workshop 7	Workshop 8	Workshop 9	
	Command team exercise (complex)	Marshalling Officer	Ops Commander	Fire Survival Guidance	
10 minutes	Trainer and Delegate Review Opportunity for trainers and delegates to raise and discuss issues that have not been dealt with previously, relating to training activities undertaken.				

20 minutes	 Command Unit - Beckton Command Unit preparation Control room preparation Administration preparation Delegate 1 pre-brief 	 Command Unit - Harrow Command Unit preparation Control room preparation Administration preparation Delegate 7 pre-brief 	A maximum of 6 observations per Command Unit. Delegates (max 12) divided between Beckton and Harrow.
60 minutes 15 minutes	L2 Command Observation Delegate 1 Bre	L2 Command Observation Delegate 7 eak	Command Unit or simulated Command Unit pod. If 2 CU pods are available a single venue can be used.
60 minutes	L2 Command Observation Delegate 2	L2 Command Observation Delegate 8	See lesson plan for detailed timings and Trainer / delegate activity
60 minutes	L2 Command Observation Delegate 3	L2 Command Observation Delegate 9	breakdown within each 60 minute observation period.
60 minutes	Bre	eak	

60 minutes	L2 Command Observation Delegate 4	L2 Command Observation Delegate 10	Note: Day 5 is 6 hours 45minutes for observations and 1hour
60 minutes	L2 Command Observation Delegate 5	L2 Command Observation Delegate 11	30 of rest breaks making the working day 8 hours 15minutes.
15 minutes	Break		
60 minutes	L2 Command Observation	L2 Command Observation	

Resource and Preparation

Before training commences, ensure that the following trainer and delegate materials are available for use or distributed as appropriate, and that any necessary training room preparation or set up is carried out.

Course Preparation

Trainer Material / Resources	Location
Presentation materials – PPT slide-decks, etc.	SharePoint
Flipchart and pens	XVR Training Room
Course manuals / workbooks / hand-outs / Level 2 trainer matrix	SharePoint
Feedback forms	SharePoint
Multimedia resources	Training room PC / projector / Smart board
Risk Assessment(s)	Venue RA - SharePoint
Delegate list	SharePoint LMS / class register / STEP?
Individual learning needs	As advised
Venue	XVR training room
Other	

Delegate Preparation

Delegate Material / Resources / Requirements	Location
Dress code	PPE / Work-wear per JI
Level 2 Incident Command e-learning modules	LMS
Level 2 Incident Command Knowledge Profile	LMS
Individual learning needs	As raised



Skills Confirmation	
Name:	Type:
Evaluation	Direct Observation

Course Administration Procedure

Ensure delegates are made aware of L2 feedback process.

Ensure record of training is entered into LMS / STEP or results forwarded to relevant team within 24 hours of end of assessment or close of course.

Ensure trainer is aware of individual needs of delegates as appropriate.

Course Preparation Checklist

Use this checklist to prepare and set-up the Course / Lesson at least 2 working days before the start day.

Pre-start Administration	
1. Delegate list	
2. Individual learning needs (check as necessary)	
3. Confirm training room / XVR Pods/scenarios	
4. Check resources – XVR simulation pods / XVR control room / PC / flipchart / pens etc.	
5. Access to XVR Pods	
Printing	
6. Workbooks – if applicable	
7. Hand-outs – if applicable	
Days 1, 2, 3, 4, and 5	
8. Hand-outs – if applicable	
9. Arrange – XVR scenarios from database	
10. Ensure feedback forms are completed and collected	
11. Result class (within 24 hours)	
12. Record pre and post scores (if applicable)	
Comments:	