The Nimrod Review

An independent review into the broader issues surrounding the loss of the Nimrod MR2 Aircraft XV230 in Afghanistan in 2006

Charles Haddon-Cave QC

Report
XV230

A FAILURE OF LEADERSHIP, CULTURE AND PRIORITIES
Figure 18.5: Examples of Heinrich's Triangle

1 Accident

30 Incidents

300 Hazardous Conditions
(Non-Compliance etc.)

1,000 Unreported 'Unsafe Acts'
(Non-Reported OE's/ODs, Missed Readbacks etc.)
Figure 18.1: Classic ‘Swiss Cheese’ Model from Beyond Aviation Human Factors (Ashgate Publishing)
Figure 18.2: ‘Swiss Cheese’ Model as applied to XV230
Figure 18.3: Classic ‘Bow Tie’ Model
Figure 18.4: ‘Composite Model’
Issue 2 of BP1201 also included at Annex B a revised Safety Risk Classification Table, as follows:

<table>
<thead>
<tr>
<th>Accident Probability Categories</th>
<th>Accident Severity Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Catastrophic</td>
</tr>
<tr>
<td>Frequent</td>
<td>A(1)</td>
</tr>
<tr>
<td>Probable</td>
<td>A(2)</td>
</tr>
<tr>
<td>Occasional</td>
<td>A(4)</td>
</tr>
<tr>
<td>Remote</td>
<td>B(8)</td>
</tr>
<tr>
<td>Improbable</td>
<td>C(12)</td>
</tr>
</tbody>
</table>

**Risk Classification**

- **Unacceptable** – Urgent management action required since such risk cannot be justified save in extraordinary circumstances.
- **Undesirable** – Requires management action to introduce control measures to reduce risk and shall only be accepted when risk has been reduced to ALARP.
- **Tolerable** – The residual risk is tolerable only if further risk reduction is impracticable or requires action that is grossly disproportionate in time, trouble and effort to the reduction in risk achieved.
- **Broadly Acceptable** – The level of residual risk is regarded as insignificant and further effort to reduce risk not likely to be required as resources to reduce risks likely to be grossly disproportionate to the risk reduction achieved.
Figure 23.1 The ‘bathtub’ Curve

- Infant mortality
- Normal or ‘Useful’ life (‘constant failure rate’)
- Wear-out period

‘BATHTUB’ CURVE
Figure 13.4: Chain of delegation for airworthiness in 1990s
Figure 27.1: Engaged Organisation and Safety Culture
• The Military Covenant:

“The whole panoply of measures which it is appropriate the Nation should put in place and sustain for Service personnel, including adequate training, suitable and properly maintained equipment, sufficient provisions in theatre and proper support and conditions for Service personnel and their families at home [in particular for bereaved families and injured Service personnel]”.

(Nimrod Report, para. 29.3)