

Case Study 05

Programme SALUS

Project Background

Project SALUS was commissioned by the Ministry of Defence (MOD) as a three-year programme to improve safety and environmental arrangements across the Ships Operating Centre (SOC) within Defence Equipment and Support (DE&S). The programme was initiated in response to a recognised need to reduce the overall risk profile across the SOC and to strengthen the 'Safe to Operate' argument in terms of risk to life and environmental impact.



Naval Solutions staff were appointed as the Technical Delivery Manager for the Public Sector Support element of the programme, with responsibility for delivering a wide-ranging portfolio of safety and environmental improvements. The programme was strategically aligned with MOD policy frameworks including JSP 418, DSA01/02, POEMS and Def Stan 00-051.

Approach

A modular, task-based delivery model was implemented to enable precise tracking of progress and resource allocation across more than 50 individual projects. This approach facilitated the use of the most qualified personnel, from various locations across the UK, ensuring that the strongest candidates were assigned to each task.

The team collaborated closely with stakeholders across the SOC, providing consistent support to fortnightly Safety and Environmental Working Groups (SEWGs) and contributing to the development of Safety and Environmental Management Plans (SEMPs), Safety and Environmental Case Reports (SECRs) and Command Safety Summaries. Designed for resilience, the delivery model allowed certain activities to be undertaken 'at risk' to maintain continuity and momentum in the face of programme delays.



Scope and Contributions

We delivered over 1,000 outputs across the SALUS programme, including:

Naval Solutions

Naval Solutions Ltd is a trusted engineering consultancy at the forefront of marine innovation. We deliver high-impact engineering and technology solutions that shape the future of defence, nuclear and commercial maritime sectors.

We offer a full suite of consultancy and engineering services tailored to the complex demands of modern maritime operations. With a relentless commitment to excellence, paired with a deep understanding of our clients' operational environments, our solutions enhance capability, ensure safety and drive operational success at sea and beyond.



- Maritime Legislation Compliance Databases.
- Safety and Environmental Case Reports and Management Plans.
- Organisation and Arrangement (O&A) Statements and supporting leaflets.
- HAZID workshops, Hazard Log Reviews and SAFER Card assessments.
- Drafting of CSM business processes and desk instructions.
- Reviews of Job Information Cards (JICs) and training material.

These outputs were delivered by a multidisciplinary team of safety, environmental and engineering professionals, all operating

within a structured governance framework. The team demonstrated working-level knowledge of key MOD safety and environmental standards and contributed to the development of enduring processes and documentation that continue to support the SOC.

Outcomes

The SALUS programme delivered measurable improvements in the safety and environmental posture of the SOC. It enhanced regulatory confidence, reduced operational risk and embedded a proactive safety culture across the organisation. The structured delivery approach ensured that outputs were auditable, aligned with MOD policy, and capable of supporting long-term assurance. Naval Solutions' leadership and technical delivery were recognised as key enablers of the programme's success and have informed best practice for future safety and environmental initiatives.

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