

# **David Slee**

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## **Roles & Experience**

I have significant and long-standing experience across a broad range of roles in management, engineering and particularly supervision/execution of energy projects – in onshore/offshore renewables and the oil and gas sector. I am able to work at all levels in organisations – from strategy in the board-room to supervision on site – and move fluidly between them bridging the gaps between the technical and commercial spheres. Whilst currently offering my services on a contract basis flexible on client location, I am willing to relocate and take up full time employment with the right organisation.

My abilities lie in the following broad strands:

### Project & Programme Management, Business Development, Project Proposals:

Management across the whole lifecycle of programmes and projects: Establishing technical and commercial vision for products and capital projects, preparing costings, bids and marketing materials. Defining and then controlling package budgets and resources engaged on those programmes and projects. Managing freedoms to operate including finance/investment, environmental protections, land rights and connection agreements. Document control and collation in support of engineering design, construction, investment and divestment including in JV. Technical authoring of system documentation (including CDM), user manuals and training materials. Controlling contractor's activities on site including co-ordinating competing activities and QHSE, CDM.

### Specialist Technical Management & Consultancy

Due diligence on procurement and development of new technologies. Submarine cable engineering expertise, especially cable burial protection. Technical aspects of power generation and cable system consents and land acquisition. Industrial SCADA/IT systems and control systems including the challenges of taming 'Big Data' arising from plant monitoring/meteorological data/CMS. Engineering design including operations and maintenance strategy and planning of industrial assets. Proactive and reactive operations activity and mid-life refurbishment/upgrade to assure performance.

### Building Technology Businesses & Technology Investments

Working as a founder member of technology start-up companies. Supervision of legal and financial due diligence and lead on technical assessment of opportunities on technology investments and reverse diligence on divestments. Building sound business plans and then executing, often in a Utility/public-sector environment with a full understanding of tendering, OJEU procurement processes and State Aid implications and their potential impact on project programme.

## Detailed Project & Employment History

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*May 2006 - Current*

Offshore Power Cables Ltd

### **Contractor & Management Consultant**

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I am currently a self-employed contractor. I provide consultancy to the following main clients, with other confidential and smaller clients on an occasional basis:

#### **Notable Clients & Projects:**

- 2016-2017: Performance improvement of prototype/first of type offshore wind turbine for ORE Catapult. Programme includes software modifications, hydraulic system changes and refurbishment of 8MW/3.3kV/33kV power electronic converter MV electrical system and re-commissioning/blue-printing for a life extension of 8 years. Incorporating network changes necessary for high speed data logging from the Backman PLC system and storage of Bentley Nevada CMS data for the CLOWT data project. Review of outsourced O&M contractor practise and performance.
- 2017-Ongoing: Confidential client: Business launch of a specialist services risk management and quality assurance scheme in the educational sector.
- 2014-Ongoing: JEE: Cable layout and techno-commercial optimisation using risk, spreadsheet and GIS models including mitigation of southern North Sea sand wave potential for exposure and over-burial. Confidential opinions on trenching performance versus contract requirements (various end clients). Authoring and delivery of all JEE's renewables engineering training materials including Offshore Cable Engineering course (2 or 5 days per delivery, 15/30 CPD points for each delegate depending on course complexity). Annual public course delivery (Aberdeen/London) plus delivery to private clients including Van Oord and DeepOcean.
- 2015-2016: ORE Catapult - Securing the Levenmouth turbine O&M service including a service credits/KPI mechanism for contractor performance management. Site handover/startup of this service including HIRA/HAZID/Review of RAMS, interim operational control through WindHelm SCADA including engineering response to failures. Supervision of re-engineering activity by Samsung.
- 2014-2016: ORE Catapult – Project management: achieving handover on schedule of the SHI 7MW offshore wind turbine prototype at Methil into public control by ORE Catapult. Including technical support to all aspects of the deal process such as technical due diligence including HAZID, land rights, IP cataloguing and assessment, power purchase agreement, R&D collaboration agreement. £18M asset + £3M decommissioning fund and IP license acquired for £1 plus future R&D collaboration deal. Due diligence included the project management of inspection of the sister nacelle in the Fujin drive train test facility.
- 2012-2014: Narec “Blyth Offshore Demonstrator” – Technical Development Manager: techno-commercial content of a public procurement competition for tenants for a £300m 15 turbine offshore wind farm demonstrator site, including consent management, property rights management and pre-FEED technical design for budget and to obtain all offshore and onshore planning rights (offshore site layout, offshore and onshore cable system, 33:66kV substation). Investment disposed of to EDF-ER, with the potential (including long term earn-outs) to recover all of the public money invested (c£10M). Ad-hoc consultancy to EDF-ER after deal close. Project management (c£13M) of rescue of “NOAH” met mast/ocean

laboratory from EPC contractor insolvency (McNulty) including gaining marine consents and variations, negotiating new bespoke LOGIC based contract, completion by operating the shipyard for 3 months including re-design of electrical and instrumentation systems, installation at sea under a new contract with SeaRoc/MPI, put to work and procurement of a replacement O&M contractor. Management of a delay-damage claim from MPI for a bent leg on jack-up "Adventure" through SeaRoc under the fixed price marine contract. Dealing with subsequent claims and re-engineering to mitigate predicted fatigue life of the lattice mast being reduced from 125 years to 8 months in the light of the failure and loss of two sister met-masts.

- 2010-2013: Aberdeen European Offshore Wind Deployment Centre (AREG & Vattenfall): Horizon scouting and business development to establish sustainable businesses seed funded by EEPR grant of c€10M.
- 2010-2012: Interim Technical Director for run of river low head hydro systems (Water Power Enterprises), medium scale hydro (Patrick Parsons). Including due diligence and technical support to financial close of mini hydro plants. Sales pipeline handling of c3000 opportunities each c€0.5M in run of river hydro. Technology development, design and commissioning of an ultra-low head high efficiency multi-spindle permanent magnet variable speed hydro generator based on COTS Siemens VSDs. Site supervision of civils and M&E fit-out at 4 sites and spade ready designs, abstraction licenses and planning consent and tender competitions at two more. Lobbying of OFGEM and strategies/engineering to deal with FITs rule changes mid-project.
- 2011: Mott MacDonald Renewable Energy Technology Programme Director (Interim): Executive direction for international consultancy; bid management, client care and pastoral care of c40 staff spread between Glasgow & Brighton including Due Diligence and Owner's Engineer activity. Bids for activity on UK Offshore wind, Jordanian and South African onshore wind power and PV projects world-wide.
- 2010: Aberdeen Wind Deployment Centre: Successful EU EEPR bid for €40million grant funding from European Energy Recovery Fund. Commercial consortium building and project management of the consenting process for the associated wind-farm including facilitating Technip entry into offshore wind. Budget negotiation between JV partners through project CTRs and definition of FEED activity to take project through Vattenfall Gate 2. Mediation to resolve stakeholder objections pre-consent application. Business development to attract test centre clients and define functional specification of test and deployment facilities. (For ITI Energy, SEGEC and AREG on behalf of AOWFL).
- 2010: Horizon scanning and due diligence on investments in offshore wind service companies and brand building activities in UK Offshore Round 3. (For Senergy Alternative Energy as part of the Offshore Energy Alliance).
- 2006-2010: Programme Manager for ITI Energy (Scottish Enterprise) for programmes in assessment in offshore wind; Project management of the Orangutan tower climbing robot R&D (c€2.3M); author of programme management business processes and lead on audit.

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*October 2003 – May 2006*

New and Renewable Energy Centre (NaREC).

**Engineering Specialist**  
**Low Power Network Project Manager (Contract)**

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**Notable Projects:**

- Project manager: BTF1 civils and specialist fit out completion, put to work, first tests for Gamesa. Including revised PLC and SCADA software code for a 5 electric winch pull system, hydraulically actuated dual resonant mass actuator on an MTS test rig and LabView 128 channel strain gauge monitoring system.
- Project Manager: Low Power Network in CPTC building overall design and specialist fit out
- Project Manager: LPN University R&D contributions (Linear Test Rig, Virtual Power Supplies)
- Introduced engineering document management systems and workflow (promise.e and P&V5)

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*October 1998 – October 2003*

The Engineering Business Ltd.

**Control Systems Technology Head.**  
**Control Systems Engineering Manager.**

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**Notable Projects:**

- Power systems specialist: Stingray and Frond tidal and wave generators
- Electrical & Control Systems Chief Engineer: various plough, tractor and jet sled pipeline and cable burial systems and associated handling systems - complete lifecycle from bid preparation through realisation, training, put to work, sea-trial and refurbishments.
- Developed and embedded in the market the networking technology and form-factor change to allow integrated cable ship control from the vessel bridge.
- Strategic control of IT systems development including hands on development of bespoke EDM/MRP/DMS and tight integration to ISO9001 QMS/BMS for tracking of engineering design and delivery of high value bespoke machinery on short lead times.

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*October 1991 – October 1998*

Soil Machine Dynamics Ltd

**Design Engineer**

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**Notable Projects:**

- Electrical & Control Systems Engineer: various plough and tractor pipeline and cable burial systems and associated handling systems (bespoke systems approx £5m each to 10-20 week lead times) – design, realisation, training, put to work, sea-trial and refurbishments.

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*July 1991 – October 1991*

Ministry of Defence Procurement Executive

**Graduate Engineer**

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### **Education and Qualifications Gained**

#### **(October 1988 – July 1991) The University of Birmingham**

Electrical and Electronic Engineering BEng. Final year project: Demodulator for Spectrum Analyser.  
Degree obtained: BEng (Hons.) 2:II

#### **(October 1987 – October 1988) Ministry of Defence Procurement Executive**

### **Continuing Professional Development**

Full member of the IET, able to achieve Corporate Chartered status if required by/sponsored by clients. Accredited Jee Course Tutor; each course delivered awards 15/30 CPD points (depending on duration).

### **Training / Vocational Certificates**

Willing to undertake GWO training (or equivalent) if required by a client as required for asset access. Previously held OPITO 3 day Helicopter Access/offshore survival/HUET and refresher for offshore oil & gas visitor activity.

Willing to train for MV & HV SAP for client's specific plant/locations as required.

### **Technical Experience**

Full list of technologies in the fields of general engineering, energy, IT, power engineering, and industrial control (drives – including MV, PLCs, SCADA, industrial-PC, industrial networking, motor control centres). IT skills in Microsoft Office with MS-Project, Visio, SharePoint, various bespoke DMS and CRM packages, 2D and 3D CAD (AutoDesk), AutoCAD Electrical/promise-e/e-plan and GIS (Quantum), Magento, PHP, SQL.

### **Driving License**

Full, clean, UK driving license.

### **Other Interests**

Genealogy, including a family book publishing project. Family life including supporting my son Morgan in his professional e-sports events. Watching live stand-up comedy.