Elias Dencker

Director

Curriculum Vitae

SUMMARY

Elias started as an offshore technician in the Norwegian oil & gas sector, working on multiple platform constructions including Troll and Heidrun, before completing his Masters degree in Mechanical Engineering with Offshore and Maritime.

He progressed to inspections, surveys and asset risk assessments of various European O&G sites, specialising in reducing operational risk and project management. His skills in modelling catastrophic hydrocarbon events morphed into quantitative modelling and led to roles in cost and schedule risk management on various capital infrastructure and nuclear projects.

Over the past 15 years, Elias has focussed on onshore and offshore wind projects, developing a proven capability in asset integrity, serial defect and root cause investigation, availability and production loss analysis, alongside risk modelling. He has a strong track record from involvement in a large number of global offshore wind projects, from component level analysis to package management.

He has had full operational responsibility for both Offshore Wind and CCGT/ CHP power stations.

As an Offshore and Energy specialist, Elias has experience of the sometimes unassuming technical and commercial detail and undercurrents, which can trigger and cause future adverse events. This gives him an intuitive "know-how" when examining complex dispute resolution scenarios, where detail matters. It can be the differentiator between determining why things really happened, rather than how they appear to have come about.

Core Skills

Project, Construction, Site and Marine Management

Risk & Asset Management

Programmes & Schedules

Root cause investigations

Operations & Maintenance

Risk Analysis & Reporting

Change & Claims Management

Audit, Compliance & Controls

FEED studies and Advisory

Production loss analysis

Warranty claims & analysis

Asset handover & acceptance

Independent Reports

Sector Experience

Offshore and Onshore Wind

Offshore & Marine Engineering

Energy, Solar & BESS

CCGT, Nuclear and CHP

Oil &Gas and Petrochem

HV, Sub-stations, Grids & OFTO

24/7/365 Control Centres

Data, Software, VMs

Hospitals & Healthcare

Process Engineering

Railways

Curriculum Vitae

DETAILED EXPERIENCE

Energy Construction and Operations

Energy Generation – Offshore Wind and Wind:

- Operational manager of large Offshore Wind farm off UK coast, responsible for full organisational setup and handover of assets from project to operations, owned operational lifecycle maintenance plans, and lifecycle costs and budgets.
- Profit and Loss responsibilities, commercial lead, quantification of risks, budgets and project accounts.
- Lifecycle cost modelling (DEVEX, CAPEX, OPEX and Decom).
- Advisor to owners, investors, lenders and joint ventures client teams.
- Management, recruitment and review of technical and HV teams and personnel.
- Technical safety courses development, GWO approved. First mobile training material globally (blade repair, hydraulic, electrical, mechanical, installation).
- 24/7/365 Marine coordination, Simultaneous Operations (SIMOP), Logistics and Control centres. Overseeing USGC drills and emergency evacuation trials. Responsible for compliance with both BSEE and NOAA (US agencies).
- Managed multi modal and end-to-end logistics.
- Optimised operations and maintenance for various asset portfolios including drafting of hub Commercial Procurement Strategies for multiple offshore wind farm projects. Delivered strategic improvements of single O&M system across multiple technologies, tier one supplier organisations and contracts.
- Health, Safety, Security & Environmental management, performance, compliance.
- Technical Due Diligence, Risk Assessments and Root Cause Analysis (RCA) studies, Traffic Light Reports (TLR) both for assets, contractors and their supply chains. Including tier one OEM factories audits and reviews.
- Mean Time Between Failure (MTBF) analysis, cataloguing and RDS-PP turbine categorisations, to investigate component, just-in-time and warehousing exposure.
- Delivered strategic make-buy analysis for owners in respect of near-, medium- and long-term risks and benefits. Including market reviews for products & services.
- End of Warranty inspections for wind turbine generator (WTG) and balance of plant (BoP) packages; including towers, foundations, array cables and export cables.
- OEM End of Contract audits to establish KPI, deliverables and change.
- WTG and HV inspection protocols and approved written procedures (AWPs), covering the inspection regime and the qualifications and capabilities of inspectors.
- Training competencies for relevant offshore and maritime skills and employment.
- Local content analytics of competence, technical skills and apprenticeships and their relationship to steady state operation of assets and impact of staff turnover.

- Contracts commercial and technical management; Scoping, development and negotiations. Including Turbine Supply (TSA), Full Service (FSA), Service and Warranty (SWA), Operations and Maintenance (OMA), Joint Venture (JVA), Interim Maintenance & Service (IMSA), Trading & Accreditation (TSA) and OFTO maintenance agreements.
- Studies, audits and workshops on: Operations Readiness, Operability studies, Technical Feasibility, Programmes & Schedules, and Front End Engineering and Development (FEED) studies.
- Responsible for delivering O&M harbour reviews, stakeholder engagement events, local supply-chain development to new sites and local skills centre partnerships.
- Offshore wind farm strategies, plans and procedures including Standard Operating (SOP), Risk Assessments, Method Statements (RAMS) and Approved Written Procedures (AWP), Maintenance Field Instructions (MFI) and Lifting Plans.
- Quality control (QC), quality assurance (QA), workmanship assessments, factory & acceptance testing (FAT), inspections & warranties. Safety walks and walk downs.
- 240hr asset acceptance / operations testing its rules and qualifications.
- Performance testing, Power curve analysis, Yield and Availability formulas.
- Electro-Mechanical Safety Rules (EMSR) systems, procedures and upkeep of qualifications and certificates.
- Induction training, site onboarding & transitions, secure areas and international requirements of offshore working areas.
- Supply chain management, qualifications & supply chain vertical integrity, and full chain responsibilities.
- Proven innovative and "outside the box" thinker, providing novel perspectives.

Energy Generation – CCGT and CHP:

- Operational manager including responsible for readiness and asset management for combined cycle gas turbine (CCGT) and combined heat and power (CHP) plants in western Norway.
- Undertook various risk assessments, inspections and surveys on UK CCGT power station, as part of remote operations and testing project.

Energy Generation – Nuclear:

- Undertook risk assessments, inspections and surveys as part of outage planning on Sizewell B pressurised water reactor (PWR) power station. Responsible for reviewing implementation of Lifting Operations and Lifting Equipment Regulations (LOLER) and audits and compliance on contractors and equipment.
- Business development. Sizewell A site visit, gas-cooled Magnox power station, with view of decommissioning. Write up on verification and certification opportunities.

- Contamination and radiation risk assessments for spent nuclear fuel storage.

Energy – Oil & Gas and Petrochemical:

- Certification, classification and verification, including NDE and welding certificate audit activities, on the combined steel lattice and concrete gravity O&G platform structure during its construction in Scotland.
- Value and Risk Management workshop facilitations for Syd Arne platform & Magnus field sub-sea.
- Delivered schedule and cost risk analysis (including Monte Carlo quantitative analysis and qualitative project risk assessments) across major pan-European infrastructure programme with Shell oil products.
- Led team constructing concrete gravity foundations reinforcement steel for O&G platform at Europe's deepest dry-dock, off the coast of Norway.
- Led fabrication team undertaking skid construction and manufacturing for tension leg platform topside for off the coast of Norway.

Other Construction and Engineering Projects

Government Projects:

- Responsible bid and design manager for several Building Schools for the Future (BSF), including management of total design development from initial concept onwards, RIBA 1 through 7.
- Responsible for the incorporation of Building Research Establishment Environmental Assessment Method (BREEAM) standards into various projects.
- TfL / Metronet see Railway.

Process Engineering

- As Risk Manager I delivered process safety, process control, active & passive fire protection study / market report, and the Fire, Release, Explosion and Dispersion (FRED) risk modelling of a fuel storage and offloading facility, with following on-site risk assessment and inspection, before final reports (Spain).
- Project Managed and Scheduled (variously in Primavera and MS Project) a number of baseline and look ahead programmes including risk analysis of schedule and cost risks using Monte Carlo quantitative analysis and various qualitative risk assessments tools for a DVD Manufacturing plant for Technicolor. (Poland)

Hospitals & Healthcare

- Acted in numerous roles, including: client representative, owners engineer, project manager and systems commissioning manager.

- Managed the work of architects, engineers, estimators, design managers, quantity surveyors, and value engineers, with a focus on fiscal optimisation and cost reduction strategies. Responsible design manager for full process RIBA 0 through 7.
- Set up business case, managed design and contract negotiations on UK Hospital / Independent Treatment Centre.
- Numerous project manager roles for: Conceptual designs, FEED studies, and Tenders (for design & build contractor packages).
- Construction management (from breaking ground to clinical commissioning).
- Managed the design of conceptual studies for a football-stadium-size-and-look private hospital in England. Final project did not go ahead.

Water Sector

- Audited water main upgrade programmes for Thames Water (London) including responsible for delivering onsite quality control events.

Marine & Heavy Engineering

- Refer to Energy O&G for experience on Troll and other O&G platform constructions.
- Refer to Energy Offshore Wind and Wind for experience of multiple OEM factory visits, audits, inspections and due diligence reports.

Business Continuity Planning, Cloud and Software Development and Management

- Responsible for development of software scopes and schemas and subsequent product development for daily progress reporting, asset management, tracking, training and emergency management software.
- Oversaw Software and Data Landscape development including cloud computing, Virtual Machine (VM) clusters, API and handshake builds. Responsible for backup and mirroring of cloud and data environments.
- Developed, updated and kept live multiple Business Continuity Plans both for software, cloud and data, and for physical environments.

Railways

- Various Project Management, Risk Management and Escrow management roles in Rail and Metro Projects (London Underground and Network Rail).
- Risk and Value Manager on multiple Network Rail construction, line upgrade and improvement projects. Delivering Quantitative Risk Modelling (Monte Carlo & @Risk), Qualitative Risk Management and Value Management services.
- Project Managed the early legal planning and legal documents financial close process and oversaw the escrow secure holding for over a thousand legal documents relating to the London Underground BCV and SSL deals between Transport for London and Metronet.

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EMPLOYMENT HISTORY

2026 – Present – The ADR Experts Ltd

Director

Director at The ADR Experts Ltd, a boutique firm specialising in the provision of Independent Expert advice and analysis to the Offshore, Maritime, Energy, Construction and Manufacturing industries. Specialist in energy and offshore & maritime environment.

2013 – 2026 – Renewable Strategy

Co-Founder, Asset Management advisory, Project Manager & Principal Consultant

Set up Renewable Strategy as a boutique advisory service, providing modelling, software and cloud solutions for the renewable energy industry. I was responsible for full business development, sales, profit and loss (P&L) and personnel, and delivered risk assessments, due diligence, advisory and software solutions in the Americas, Asia, Africa and Europe.

2008 – 2013 – Ørsted

Offshore Windfarm and CCGT Operations Manager, Technical and Commercial Lead

Responsible for setting up new steady state operational projects, compliant and delivered to scope and conditions. As operations manager for new sites I was then responsible for the implementation of systems and solutions and the hire of the initial operations team (including high voltage teams) and adopting procedures into management systems.

2006 – 2008 – Willmott Dixon Construction (WDC)

Preconstruction Project Manager, Design Manager and Bid Manager

Responsible for several governmental procurement process under the BSF regime, was bid manager for Kent BSF, winning the largest and most complex project in WDC's history.

2001 – 2005 – Atkins Realis

Project Manager and Risk Manager

Project, Planning and Risk Manager for multiple capital infrastructure projects, including: Metronet PPP legal process, DVD Factory, Railway upgrades, Nuclear waste, Shepton Mallet Hospital and Shell oil products.

1990 – 2001 – Early career: Guidehouse and AEAT, Lloyds Register and RMV

Mechanical technician, Surveyor/ Inspector, Risk Manager and Delay Analyst

Quantitative modelling and qualitative analysis. Cost, programme and consequential risk modelling (Monte Carlo / @Risk/ FRED) across multiple projects (often in dispute) all built on experience with catastrophic hydrocarbon projects risk modelling.

Offshore Technician and Surveyor on multiple O&G platform constructions, overseeing initial build and later reviews of asset risks. Worked within a dispute-resolution team supporting expert testimony. Ran value and risk management workshops.