

Clive Cumming's CV

Clive Cumming's key skill sets:

- Water utility management
- Water services operations management and strategic development
- Infrastructure assets management and strategic master planning
- Assembly and project/programme management of multi-disciplinary teams
- Water conservation and demand management, revenue collection and customer services
- Water resources and water quality management
- Organisation and skills development planning

Clive Cumming is a management consultant hitherto focusing on the local government water sectors. He has some 50 years' experience in the water industry. His particular skills lie in the areas of water services operations and infrastructure assets management, water services strategic, institutional and infrastructure master planning, institutional capability, performance assessment and development (administrative, human and infrastructure resources, present and potential), water conservation and demand management, water quality management and systems/ capability, water safety planning and crisis management, water treatment facilities O&M manual drafting and operational performance auditing (of personnel, facilities, processes and systems), occupational health and safety management, water services skills planning assessment and development, feasibility studies, project/programme management work.

He has a National Diploma in civil engineering and a Master's in Business Administration (MBA) and has worked extensively in the public, parastatal and private sectors. He was an operations manager in Umgeni Water during its period of greatest growth, and participated in designing its operational model. During his two-year tenure as technical support resource for the Department of Water Affairs, he contributed meaningfully to planning and organisation development of municipalities in the Eastern Cape. He led the multidisciplinary Rapid Response Unit team in the Eastern Cape, which comprised some twenty-seven specialists from ten disciplines, where the guiding philosophy was to assist municipalities to build and enhance their own capacity to perform their water services functions better. Measurable success was achieved. He led and participated in the team that assisted and coached Joe Gqabi District Municipality over a period of four years, during which they grew from a very dysfunctional situation, to one where they ranked second in Blue Drop status in the Eastern Cape Province.

Past and Current Projects

Joe Gqabi Development

Project Joe Gqabi DM (JGDM) Strategic & Operational Management

Client JGDM

Duration 2008-2012 (+ two short appointments totalling 4 months in 2013/14)

Value R 5 million plus

Messrs. Cumming and Steynberg were the main team members that included a number of others over the period. The initial aim was to improve the performance of the water services provider (WSP) entities in the district, but this evolved into participation, guidance and planning for the ultimate consolidation of the whole WSP function within the DM. The work primarily revolved around capacity building (infrastructure, key human resources, management systems, organisation structure and financial management) and long-term sustainability enhancement (organisation foundation planning and development). JGDM became, over the period 2008 to 2012, one of the top performing DMs in the Eastern Cape.

Work undertaken included:

- Water services strategic management (2009/10 WSA Strategic Management Plan development and implementation)
- Planning and oversight of several water conservation and demand management projects, and facilitate establishment of a WC&DM unit.
- Planned and managed the bulk water meter installation project, followed by various WC&DM projects that reduced water losses and demand
- Report on infrastructure refurbishment and rehabilitation budget needs in JGDM based on audits carried out by Dr Steynberg
- Planning and oversight of consulting engineers carrying out infrastructure master plans in several supply systems, and carried out oversight of consultants supervising infrastructure rehabilitation and upgrade projects
- Planning (via JGDM Skills Development Facilitator) and implementation (via service providers) of various training programmes (including process controller recruitment and training) that resulted in the placement of process controllers at water treatment works
- Initiation, planning and management of artisan training programme via DBSA
- Initiated, planned and managed procurement of Planned Maintenance contractor and subsequently provided performance oversight – by the end of the planned maintenance contract, the District had set up its own maintenance unit
- Facilitation of bulk services transfers from LMs to the DM
- Set up water quality incident management system
- Water services operations planning (including regulatory Water Services Development Plan and design of new organogram when in RRU), systems planning and implementation
- Assessment of JGDM's potential capability to take over from external service providers (Amatola Water and Sintec) and manage internally all rural water services operations and certain (Steynsburg, Sterkspruit and Mt Fletcher) bulk supply, treatment and distribution operations
- Specialist water quality process management
- Training/coaching (process controllers, supervisors, managers), coaching of water managers towards achieving Blue Drop standards in their areas of responsibility
- Treatment process design
- Oversight of water safety plan development (and direct development of one as model)
- Regulatory compliance and operational water quality monitoring system development
- Water quality compliance baseline study in deep rural and mountainous areas
- Planning and oversight of establishment of accredited laboratory for the district in Barkly East for compliance testing
- Plant auditing, on-going assessment and subsequent rehabilitation planning
- In 2013 made specialist contributions into report on assessment of JGDM's potential capability to manage water quality and treatment operations post-takeover from external service providers (Amatola Water and Sintec) and manage internally all rural water services operations and certain (Steynsburg, Sterkspruit and Mt Fletcher) bulk supply, treatment and distribution operations.

- In 2014 designed the organisation structure for the consolidated water services provision unit, wrote key job descriptions (and review job descriptions written by others) and make recommendations relating to the whole restructuring/ reorganisation process.

Rapid Response Unit, Eastern Cape

Project Rapid Response Unit, Eastern Cape
 Client Department of Water Affairs
 Duration July 2011 to November 2012
 Value R 17 million

Clive Cumming participated in developing the Emergency Response Facility (predecessor to the RRU), and carried out assignments under that umbrella, and led the multidisciplinary team in the Eastern Cape between July 2011 and November 2012 that provided specialist support to seven selected low capacity municipalities in the Eastern Cape (although limited work was done in three additional municipalities). The guiding philosophy was to assist municipalities to build and enhance their own capacity to perform their water services functions better. Measurable success was achieved as a result of the project. The unit could draw from a pool of up to 27 specialists spanning some ten disciplines, and deploy them as required in a number of discrete project teams.

Projects carried out by the RRU included:

Water and wastewater quality

Detailed assessment of treatment facilities (water and wastewater), skills assessments of Process Controllers, Supervisors and Managers, development/installation of operations recording systems, monitoring & control systems, on-plant training and coaching of Process Controllers and Supervisors, drafting of standard operating procedures and plant operating manuals.

Safe handling and dosing of chlorine gas

OH&S assessments, especially of Chlorine facilities, in all municipalities revealed low standards; model standards were drafted and disseminated to target municipalities by the RRU.

Water conservation and demand management, and revenue collection

Baseline assessments of the status of the management of Non-Revenue Water were carried out for all six municipalities, and projects to lower both water demand and losses were implemented in two towns in Baviaans and one in Ikwezi (the two municipalities actively developed and implemented projects with RRU guidance and facilitation) and Camdeboo (who already had programmes and needed little from the RRU). Projects included public and schools awareness, bulk water meter installation, initiation of consumer meter installations, water tariff development, training of meter readers and revenue collection plans. The framework for a change from a flat rate tariff was set in Ikwezi, and assessment of actual v required water and wastewater tariffs in Camdeboo and Joe Gqabi were carried out. Water and wastewater tariff models were constructed in Camdeboo, and wastewater tariffs developed in Joe Gqabi.

Maintenance management

Assessment of maintenance systems and the personnel (field and managers) were carried out and reported on in Camdeboo, Ikwezi, Baviaans and Blue Crane Route, and planned maintenance schedules compiled for Graaff Reinet WTW, Graaff Reinet Activated Sludge WWTW (Camdeboo), and Willowmore and Steytlerville treatment facilities (Baviaans). Some schedules were partially drafted in Ikwezi and Blue Crane Route by the time RRU was disbanded.

O&M Business Plans

The RRU team compiled O&M Business Plans (for Blue Crane Route, Camdeboo and Ikwezi Local Municipalities and for Joe Gqabi District Municipality) from information supplied by municipal personnel and from direct assessments. All the target municipalities were given the opportunity, but many were unresponsive. The documents were, in the time available completed for Joe Gqabi and Blue Crane Route, almost completed for Ikwezi and partially completed for Camdeboo. The document comprehensively described the unique sets of processes and actions necessary to develop the capabilities of the water services provisioning function in each of the municipalities to a standard where safe water and effluent could be produced, infrastructure maintained and protected into the future, and money recovered from consumers sufficient to cover O&M and refurbishment costs.

Abattoir effluent regulation and wastewater treatment operations

Assistance was given to Camdeboo and Blue Crane Route to compile municipal regulations and compliance enforcement procedures for abattoirs and wet industries in Graaff Reinet and in Somerset East respectively. (The Somerset East situation was especially sensitive because seriously contaminated effluent from the wastewater works as well as from the local abattoir was, and had long been, affecting downstream water services authorities and riparian consumers badly, and three government departments had become involved.)

Wastewater management

During an intense project lasting from late May until end of September 2012, Green Drop Improvement Plans were compiled (to a greater or lesser extent) by all target municipalities under the guidance of RRU expertise, in which they detailed action plans needed in each of their systems to achieve the standards required by the Green Drop (wastewater) programme. At the end of the period, mock Green Drop audits were carried out by experts qualified for Green Drop assessments (Drs van der Merwe-Botha and Steynberg and Mr Pierre Smith), and results showed outstanding improvements in all but two municipalities, although the two lowest scorers showed better results than their last formal Green Drop assessments.

Development of the curricula (on behalf of the Eastern Cape Staff Retention & Development Task Team) for a three-year training programme taking students from trainee Process Controller through to Supervisor, both in classroom and practical on-plant, which was implemented (via ESETA funding) by training company The Water Academy. The training programme made significant contributions to knowledge within five local municipalities within the Cacadu district. The programme required properly signed commitments from municipalities that key resources (including computers) and significant time would be made available for the courses.