



# Annual Report 2023

## **CAMBRIA MAINTENANCE SERVICES LIMITED**

### **ANNUAL REPORT**

#### **Directors**

Mrs A K Hinchey (appointed 28 September 2010)

Mr S L Epps (appointed 4 January 2016)

Mr S T J Porter (appointed 12 July 2018)

Mr A Stephenson (appointed 20 May 2021)

Mrs J Davoile (appointed 14 July 2022)

Mr S A Hembrow resigned on 6 July 2023

#### **Registered office**

Archway House  
77 Parc Ty Glas  
Llanishen  
Cardiff  
South Glamorgan  
CF14 5DU

#### **Bankers**

Barclays Bank plc  
Leicester  
LE87 2BB

#### **Auditors**

Beever and Struthers  
The Colmore Building  
20 Colmore Circus Queensway  
Birmingham  
B4 6AT

## Operating Review

The Board presents its report for the period ended 31 December 2023.

### Introduction

Cambria Maintenance Services Ltd (est. 2010), is an independent company run as a social enterprise with any profits used to further the social purpose of the Wales & West Housing Group (WWH). Since 2010 this ongoing partnership has been developed and continues to grow.

Being part of the WWH Group provides security for the company and benefits for the Group as a whole, which in turn allows Cambria to focus on delivering high quality maintenance services for WWH across Wales.

Through 2023, Cambria has continued to deliver a range of services including reactive repairs kitchen and bathroom replacement, gas and electrical testing, new heating systems, grounds maintenance and physical adaptation work.

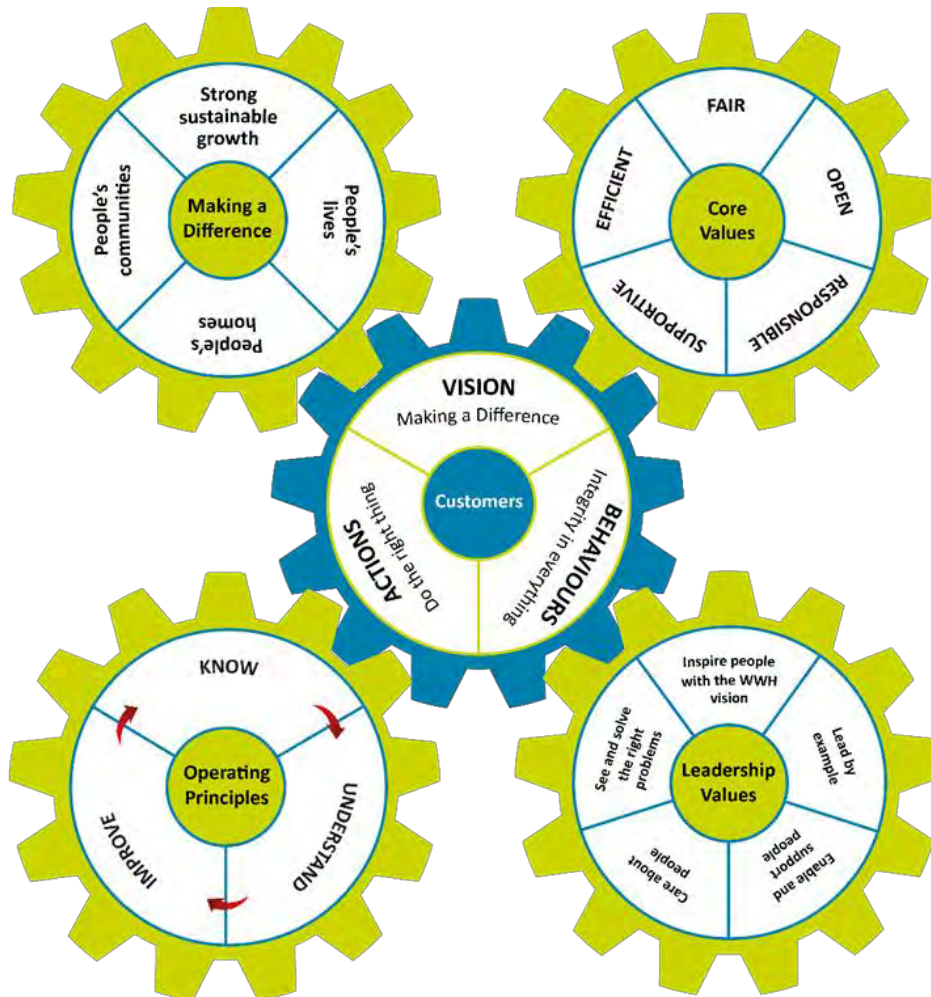
### Values and Operating Principles

The following are Cambria's vision, values and operating principles. They reflect the vision, values and principles used across the WWH Group and describe what is important to the company and how its staff will behave.

#### Cambria's vision is:

**Strong sustainable growth to make a difference to people's lives, homes and communities**

The culture at Cambria is expressed as a series of interconnected cogs, each working together to create a cohesive whole that is easy to understand and designed to be used in the real world. The central cog has customers at the centre and summarises Cambria’s culture in three segments, a vision for ‘Making a Difference’, behaviours showing ‘Integrity in everything’ and actions to ‘Do the right thing’. They act like the head, heart, and hands of Cambria: the vision that inspires, that values that are believed in and the actions that are taken to do the right thing for staff and customers alike. The surrounding interconnecting cogs expand on the Vision, the Behaviours, and the Actions to give a practical recipe for what it means to make a difference, have integrity in everything and to do the right thing.



## Governance

### The Cambria Board

The Board of Directors is made up of the WWHG Executive Officers.

Cambria's Board has continued to meet virtually on a quarterly basis and to enjoy healthy attendance throughout the year as shown in the following record:

	Board Date			
	20 March 2023	15 May 2023	4 Sept 2023	6 Nov 2023
	Virtual	Virtual	Virtual	Virtual
Mrs A K Hinchey	Y	y	Y	Y
Mr S L Epps	Y	Y	Y	Y
Mr S T J Porter	Y	Y	Y	Y
Mr S A Hembrow	Y	Y		
Mr A Stephenson	Y	Y	y	Y
Mrs J M Davoile	Y	A	Y	Y

Y – Attended

A – Apologies

N - Not attended and no apologies given

### Business Development

Cambria has continued to deliver services to WWH residents across North, Mid and South Wales, employing staff that live in the areas where they work. Where Cambria has increased the volume or scope of service delivery this has been done in close liaison with WWH to ensure that other partner contractors working for WWH in the area are part of the journey.

Cambria always tries to recruit local staff, living by its commitment to build long-term employment and benefits within the communities in which it works, thereby supporting the local economy.

The advantages of Cambria delivering services to WWH are twofold; as well as gaining a greater control and consistency over how maintenance work is carried out, there is a cost saving due to retained profit and VAT not being charged on labour within the WWH Group.

WWH residents have expressed positive feedback in relation to their repairs and kitchen, bathroom and heating replacement work. During the year performance has remained good, despite the rise in inflation and the war in Ukraine impacting energy prices. Availability of new vehicles and some materials which contain electrical components have not yet returned to pre-covid levels. Overall repair end-to-end times have risen slightly through 2023 as has the repairs demand experienced by WWH. The level of property safety compliance has remained high.

### The Cambria Team

Cambria started in 2011 with 30 staff, before growing considerably until 2016 which saw that growth slow as the scope of work Cambria could deliver to WWH reached a plateau.

Any new growth will be focused on meeting the objectives of the revised Asset Management Strategy, expanding delivery of services where this is sustainable and expanding due to growth via the handover of newly built properties. At the end of 2023 Cambria employed 176 staff.

Cambria's staff structure must reflect the needs of the business in order that it meets the requirements of the WWH Business Plan, including the joint review of key systems to deliver an effective and efficient maintenance and refurbishment service to the residents of WWH.

Cambria's Leadership Values form an integral part of the WWH Group Way and have been embedded in Cambria's approach to leadership and management for some years. These values continue to be the basis for all line manager training. Cambria's culture as a contractor gives it a unique character and therefore the training takes a practical approach with numerous down to earth tools for implementing great leadership behaviours in line with the values.

Through 2023 a full range of services has been provided to WWH residents with all front-line staff working in their normal roles delivering reactive repairs, planned bathroom and kitchen replacements, grounds maintenance and all heating and electrical compliance checks. Material supplies have returned to pre Covid stocking levels, with Cambria's two main supply partners, Jewson and L H Evans, holding good stock levels of Cambria's frequently used materials.

During 2023 Cambria continued to support staff, on full pay, when they contracted Covid and were either not able to carry out their normal role from home or too unwell to work from home could not work from home.

In line with WWH, Cambria introduced a hybrid working approach initially supporting staff to work from home for up to 3 days a week. Cambria staff are required to be present at the office base as often as necessary for the effective and efficient running of the business and during 2023 this has seen a greater need for staff to be in the office and out on site more often. Through 2023, staff turnover has returned to levels seen prior to the Covid 19 pandemic. Although there continues to be general lack of quality skilled trades staff across the sector, through 2023 Cambria has been able to recruit to most roles due to the consistent workload, good conditions, and good reputation. At the end of 2023 Cambria announced a 4.6% pay award for 2024 with those roles aligned to heating works receiving a 10.4% increase to reflect an increased market rate. Staff on the Real Living Wage also received a larger pay rise as this was increased nationally by 10%.

In September 2023 Cambria increased the employer pension contribution from 4% of earnings to 6% meaning that an employee paying a standard contribution of 4% earnings would receive an overall 10% contribution to their pension fund.

The fundamental difference between Cambria and a traditional, privately owned company is that the money Cambria makes is either reinvested in the business for future development or gifted to the parent company (WWH) to support its social objectives. This is seen by all staff as a positive incentive to undertake the right job and deliver a quality service.





As part of the WWH Group approach to making a difference, Cambria has retained its commitment to being a Real Living Wage employer.

Feedback from Cambria staff has been that they enjoy working for a company that has security of employment, strong values, a clear vision and sustained growth.

Cambria's September Festival at The Royal Welsh Showground, Builth Wells saw an opening address by the Chair of the Board and presentations from WWH's Executive Director (Assets), Cambria's Managing Director and Head of Maintenance Delivery. The presentations explained the WWH Group revised structure, Cambria's business performance and specific service improvement projects.



A section of the day was dedicated to Equality, Diversity and Inclusion with an interactive session which was well received by all.

Overall, the day was a great success and having all of Cambria's staff together for the first time since January 2021 and holding this event towards the end of the summer was really appreciated and enjoyable for all.

The 2024 Festival has been booked at the same venue for 20<sup>th</sup> September 2024.

### **Cambria apprentices – 'growing our own'**

At the Cambria Festival, all Apprentices who had either completed their study or advanced to their next year were recognised as was the support given to Apprentices by their Mentors.

Three of the Apprentices who had completed their studies gained full-time Trainee positions within Cambria.



Scott Pearson joined Cambria as a Labourer before taking the brave decision to embark on an Electrical Apprenticeship. Scott was determined to succeed and completed his course of study and qualifications diligently and at an exceptional pace. Scott was put forward, in 2023, by Cardiff and Vale College, for an award in relation to his support for other Apprentices.

## Health and Safety

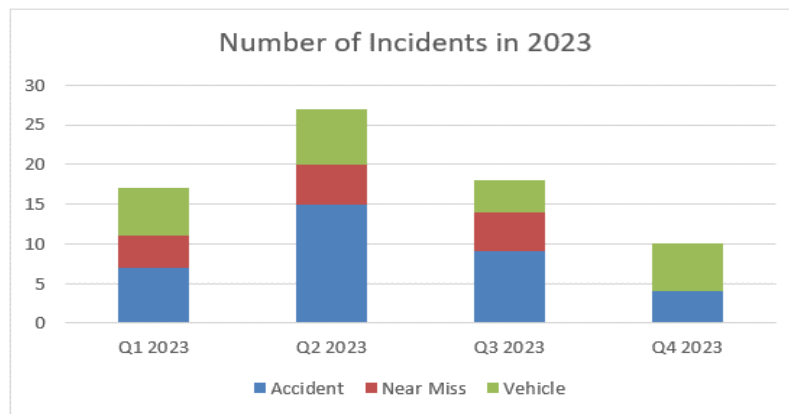
Health and Safety is fundamentally important, and all operational staff undertake five core units of training plus a Ukata accredited Asbestos Awareness course, which many staff have undertaken during 2023.

All accidents or near misses that occurred during the year were recorded and investigated where necessary to ensure that appropriate actions were taken, and future accidents or incidents are prevented.

Cambria encourages an open and positive culture where all accidents and near misses are always accurately and fully recorded to ensure that both staff and residents' safety remain paramount.



The accident/incident trend over the year is shown below:



Managers closely follow trends and proactively use reviews and toolbox talks to raise awareness with staff around current or reoccurring issues. Regular health and safety reporting is a feature of each Board meeting to keep health, safety and well-being at the forefront of Cambria’s culture.



During 2023 Cambria continued to demonstrate their practical commitment to being environmentally responsible and sustainable business.

Green Dragon, a UKAS Accredited Inspection Body undertook an audit in February 2024 and awarded Green Dragon Level 2 of the Green Dragon Environmental Standard.

### Materials and Sub-Contracts

Procurement arrangements for the supply of consignment building and electrical materials through Jewson and L H Evans respectively have continued, utilising a framework agreement set up and maintained by the national purchasing consortium Procurement for Housing (PfH). During the year, Saint Gobain the owners of Jewson sold all their front facing supply businesses, with Jewson being acquired by Stark Group who have already invested in creating a flagship branch in Cardiff. Stark has plans to improve all branches and has retained key staff who have worked with Cambria over several years.

The contract with L H Evans reached the end of its initial three-year term and under the conditions of the contract has been extended for a further two years to enable this successful partnership to continue.

## Vehicles



Cambria now manages the whole WWH Group fleet, including several specialist vehicles. In common with many other businesses, a high proportion of Cambria's fleet are either past or very close to their replacement date due to vehicle supply delays and pandemic related disruption. However, the vehicle shortages experienced during 2022 eased slightly in 2023 and 30 vehicles have been replaced with a further 60 due for replacement in 2024. All new vehicles are the latest specification and now include air conditioning.

### Group cost sharing

Cambria has continued to utilise the skills and resources available across the Group and shares several support functions with WWH for which there are cost sharing agreements in place. These are negotiated each year between WWH and the Managing Director of Cambria and cover Group support from HR, Health & Safety, Legal, Finance and ICT as well as other corporate support.

Joint working with WWH is essential for Cambria as it leads to positive working partnerships, allowing all parties to fully understand the business and to benefit from one another's expertise.

The simple, transparent, and accurate finance records compiled by WWH's Finance team give trust and confidence in the trends and records being used. This enables detailed understanding and flexibility in relation to financial forecasting.

There is a culture of trust and understanding underpinned by constructive challenge, between Cambria and the Finance, Assets, Maintenance and Property Services teams of WWH, allowing major elemental renewal work (such as kitchens, bathrooms, and boiler installations) to continue under the direction and management of Cambria with WWH maintaining an in-depth knowledge of costs and service delivery standards.

## Community benefits

The WWH Group charities for 2022/23 were Welsh Air Ambulance and Blood Bikes and Cambria staff support the Staff Lottery, raffles and other events to help raise funds these worthwhile causes.



The overall total donated to the two charities was £42,222.

The WWH Group charities for 2024/25 Parkinson Cymru, Cerebral Palsy Cymru, Motor Neuron Disease Association and Cymru Versus Arthritis.

**PARKINSON'S<sup>UK</sup>**  
CYMRU  
CHANGE ATTITUDES.  
FIND A CURE.  
JOIN US.

 **CEREBRAL  
PALSY** CYMRU

 **mnda**  
motor neurone disease  
association

**CYMRU  
VERSUS  
ARTHRITIS**

Cambria, together with WWH's Careers and Development Team hosted two, two day "Building Skills" days for pupils from St Illtyds School Cardiff.

Those who attended thoroughly enjoyed both the hands-on practical exercises and the team project of building a model bridge, making a "Dragons Den" style pitch about their product, and then testing the model to destruction. It is fair to say there was certainly competition between the boys' day and the girls' day, as each was determined to beat the other.

Many of those attending took time to speak with Operatives and Managers about what subjects would be studying at school and any training they could access in readiness for work life. Feedback was positive with the school asking if further days could be facilitated and many of those attending signing up to the job alert on Cambria's website.





## Scope of Works

Cambria delivered just under 35,000 response maintenance and empty property repairs during 2023. In addition, approximately 850 properties were prepared for re-letting, the majority of which required an electrical test and a landlord's gas safety test. Cambria also delivered a programme of major refurbishment works during 2023, installing 281 kitchens, 131 bathrooms, 310 boilers, gas servicing and electrical testing.

Over the last three years Cambria has seen a slight increase in the time taken to complete repairs and received feedback from staff that processes could be more efficient. Therefore, towards the latter part of 2023, Cambria and WWH embarked on a review of the reactive repair system using the WWHG Operating Principles of "Know, Understand and Improve". To date that review has been focussed on the Cardiff area where there are approximately 6000 WWH homes. The review team have concentrated on delivering what matters to residents by efficiently managing workload to suit resource available as each day progresses. This work will continue into 2024, but initial outcomes show improved performance measures.





Existing separate bathroom and WC, fully refurbished and converted to a full bathroom.

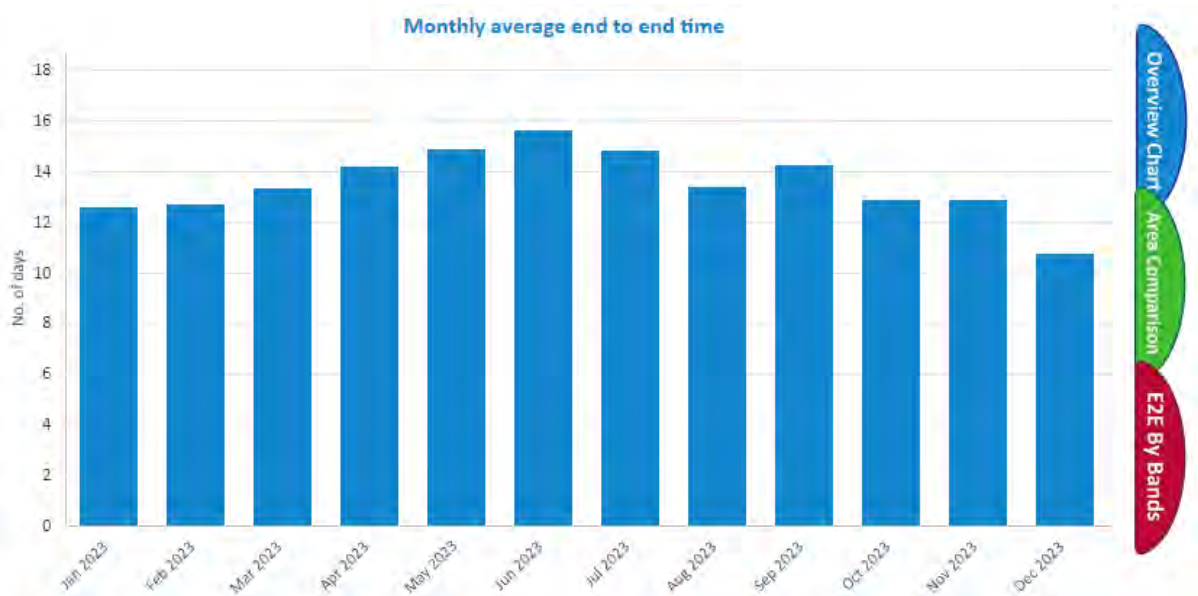




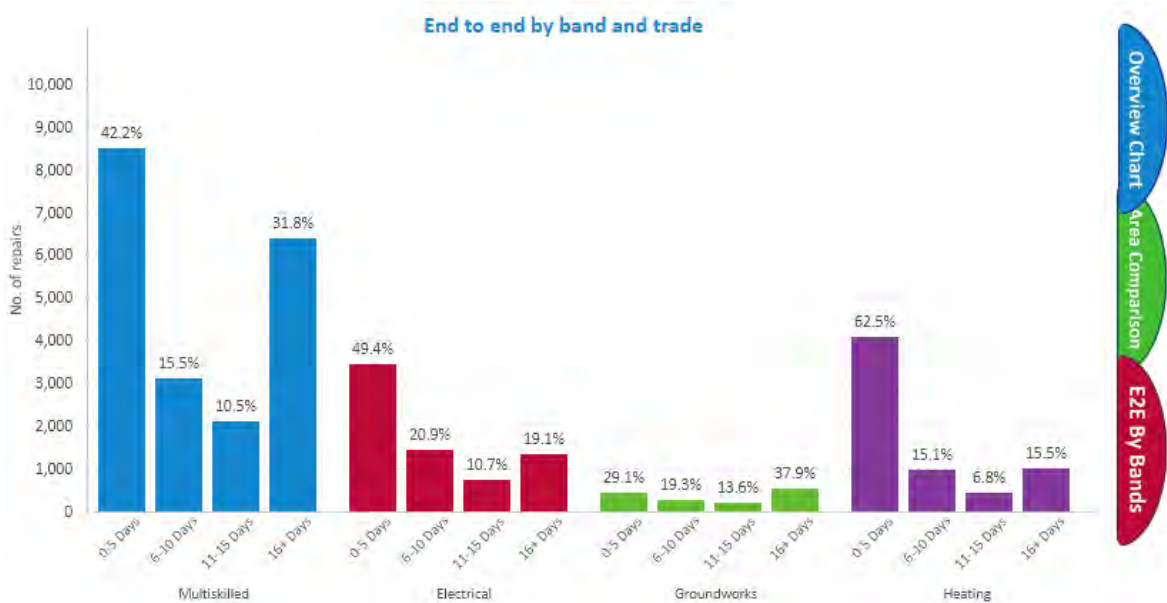
Newly refurbished kitchens including space for vented tumble dryer.

## Measuring Effectiveness

During its thirteenth year of trading Cambria has remained true to its operating principles, continuing to judge its performance in relation to what matters to its customers, WWH residents. Evidence has shown that residents want repairs completed quickly and at a time that is convenient, that repairs are done well and completed in one visit if possible, seeing work through rather than visiting several times. Cambria therefore uses these measures, in addition to overall resident satisfaction, to judge the improvement or otherwise of its performance over time. The measures themselves are captured and collated by WWH’s Data Team, ensuring independence and accuracy of reporting.

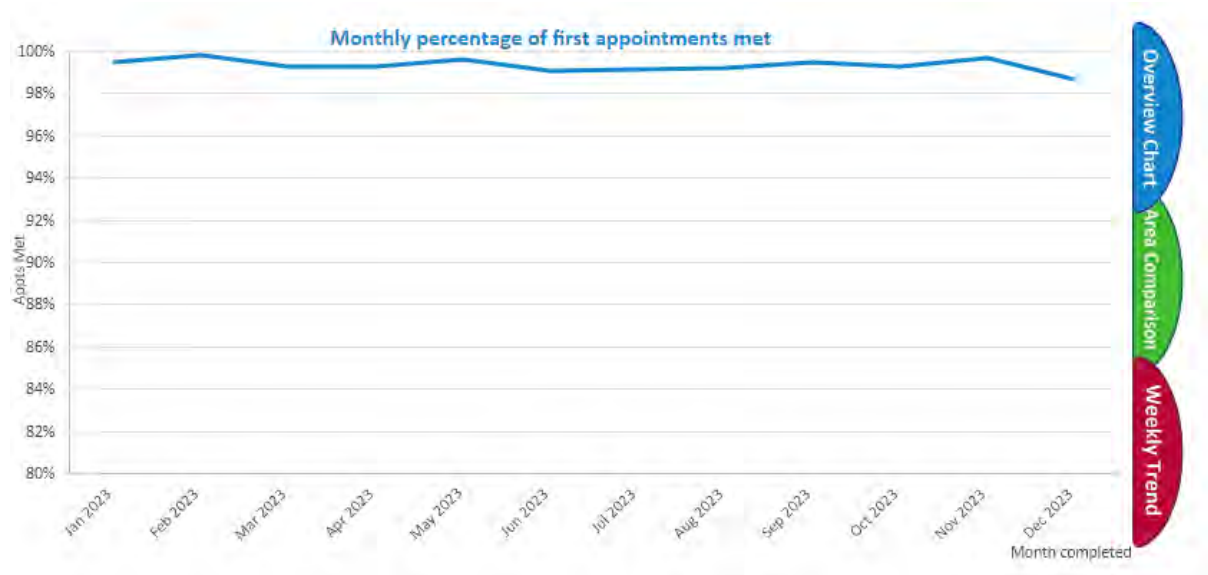


Repairs were completed quickly during 2023 with the average end to end time for all types of work being 13.4 days.

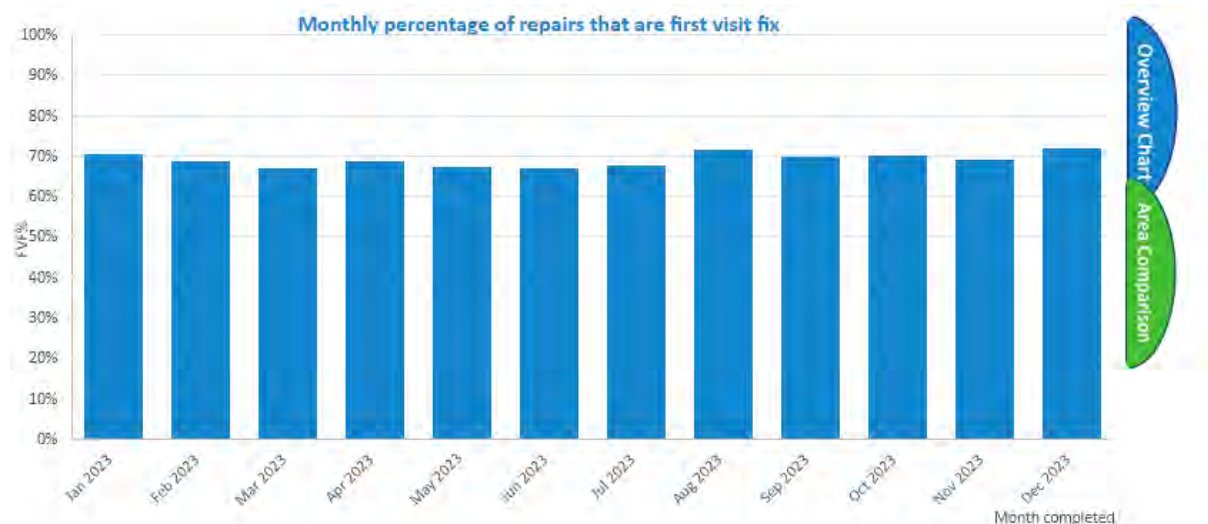




Five out of ten electrical repairs were fully completed within five days and seven out of ten completed in ten days. Four out of ten multiskilled repairs were completed within five days with six completed within ten days. Over six out of every ten heating repairs were fully completed within five days with just under eight out of ten within ten days.



Appointments are made with residents at the first point of phone contact and 2023 saw over 99% of these appointments being kept, helping to keep to an absolute minimum the inconvenience caused to residents and subsequent phone demand.



When visiting to complete a repair, Cambria staff were able to fully complete all necessary work during that first visit in around seven out of ten cases. This measure has remained consistent throughout the year and includes all reactive work undertaken.



## Resident satisfaction

Residents have been consistently satisfied with Cambria's services over the year, giving an average score of 9.54 out of 10 for the quality of service they received. In each satisfaction discussion resident's comments are captured, as this information is vital to understanding where to direct active improvement work.

In addition to performance measures, the open, transparent, and accurate finance records produced by the Group give both WWH and Cambria confidence in the financial information and forecasts used. Details of the financial results are set out overleaf.

## Summary

This twelfth year of trading has been challenging but has seen Cambria continue to consolidate on the high-quality services being delivered in close liaison with WWH. The delivery of excellent services to all WWH's homes and residents in 2023 continues to be the basis of Cambria's success. Using the WWH Group Way to set Cambria's culture in turn promotes a strong sustainable company under the leadership of its Board and the direction of the parent company, WWH.

**Cambria Maintenance Services Limited**  
**Financial Summary**

Income statement	2019	2020	2021	2022	2023
	£	£	£	£	£
<b>Turnover</b>	<b>12,079,000</b>	<b>11,001,000</b>	<b>13,373,000</b>	<b>15,185,000</b>	<b>15,764,000</b>
Cost of sales	(9,402,000)	(8,603,000)	(10,318,000)	(11,851,000)	(12,340,000)
Gross profit	2,677,000	2,398,000	3,055,000	3,334,000	3,424,000
Administrative expenses and interest	(1,244,000)	(1,200,000)	(1,493,000)	(1,592,000)	(1,600,000)
Profit before tax	<b>1,433,000</b>	<b>1,198,000</b>	<b>1,562,000</b>	<b>1,742,000</b>	<b>1,824,000</b>
Tax on profit	0	(1,000)	(1,000)	1,000	6,000
<b>Total comprehensive income for the year</b>	<b>1,433,000</b>	<b>1,197,000</b>	<b>1,561,000</b>	<b>1,743,000</b>	<b>1,830,000</b>
Statement of changes in equity	2019	2020	2021	2022	2023
	£	£	£	£	£
Total comprehensive income	1,433,000	1,197,000	1,561,000	1,743,000	1,830,000
Gift aid distribution	(1,437,000)	(1,186,000)	(1,546,000)	(1,743,000)	(1,854,000)
<b>Retained earnings</b>	<b>(4,000)</b>	<b>11,000</b>	<b>15,000</b>	<b>0</b>	<b>(24,000)</b>
Statement of financial position	2019	2020	2021	2022	2023
	£	£	£	£	£
Fixed assets	57,000	72,000	93,000	85,000	64,000
Stocks	30,000	107,000	47,000	141,000	89,000
Debtors	48,000	12,000	283,000	283,000	174,000
Cash	2,008,000	1,667,000	1,798,000	2,101,000	2,321,000
Creditors	(2,131,000)	(1,834,000)	(1,834,000)	(2,571,000)	(2,639,000)
Net current liabilities	(45,000)	(48,000)	294,000	(46,000)	(55,000)
Provisions	(10,000)	(11,000)	(12,000)	(11,000)	(5,000)
<b>Net Assets</b>	<b>2,000</b>	<b>13,000</b>	<b>375,000</b>	<b>28,000</b>	<b>4,000</b>
<b>Reserves</b>	<b>2,000</b>	<b>13,000</b>	<b>28,000</b>	<b>28,000</b>	<b>4,000</b>
	2019	2020	2021	2022	2023
Average staff numbers	168	165	174	186	178

*Full accounts are available on request by writing to the company*