



**Cambria**  
Maintenance Services

# Annual Report 2020

## **CAMBRIA MAINTENANCE SERVICES LIMITED**

### **ANNUAL REPORT**

#### **Directors**

Ms R H Fleri - Chair of the Board (appointed 4 July 2013)  
Mr P C Winstone (appointed 14 July 2011)  
Mrs A K Hinchey (appointed 28 September 2010)  
Mr S L Epps (appointed 4 January 2016)  
Mrs H Christan (resigned 9 July 2020)  
Mr S Porter (appointed 12 July 2018)  
Ms S Porter (appointed 12 July 2018)  
Mrs J Williams (appointed 9 July 2020)

#### **Registered office**

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

#### **Bankers**

Nat West  
96 Queen Street  
Cardiff  
CF10 2GR

#### **Auditors**

Beever and Struthers  
St George's House  
215-219 Chester Road  
Manchester  
M15 4JE

## Operating Review

The Board presents its report for the period ended 31 December 2020.

### 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 across Wales for WWH.

Through 2020 Cambria has continued to deliver a wide range of services to WWH, including having the opportunity to further expand its reactive and planned maintenance service in West Wales. This expansion of service compliments the maintenance service already being delivered in South and North Wales alongside the kitchen, bathroom and heating refurbishment and physical adaptation work that Cambria delivers for both WWH and two small clients in North Wales.

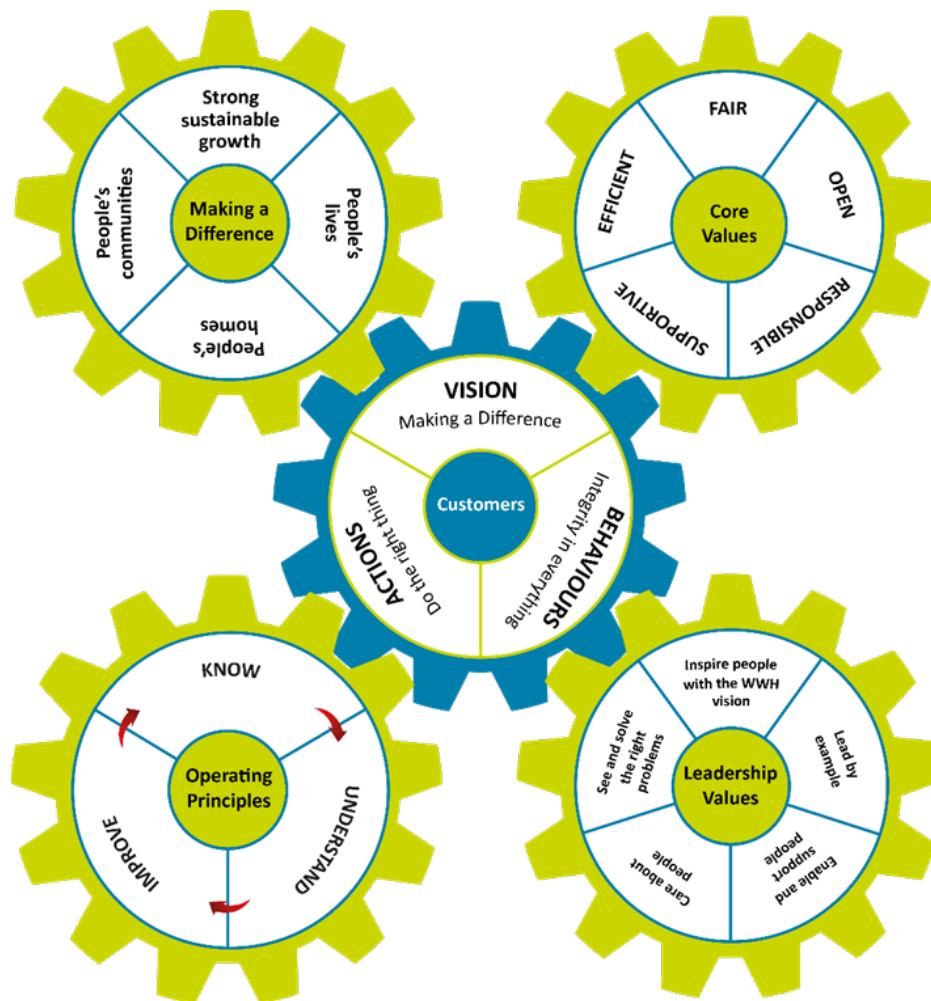
### Values and Operating Principles

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**

At the heart of Cambria's service delivery is the WWH Group Way, shown below. Every organisation has a culture and we are very deliberate in shaping ours, setting a clear vision to **make a difference**, whilst driving **integrity in everything** we do and always taking action to **do the right thing**.



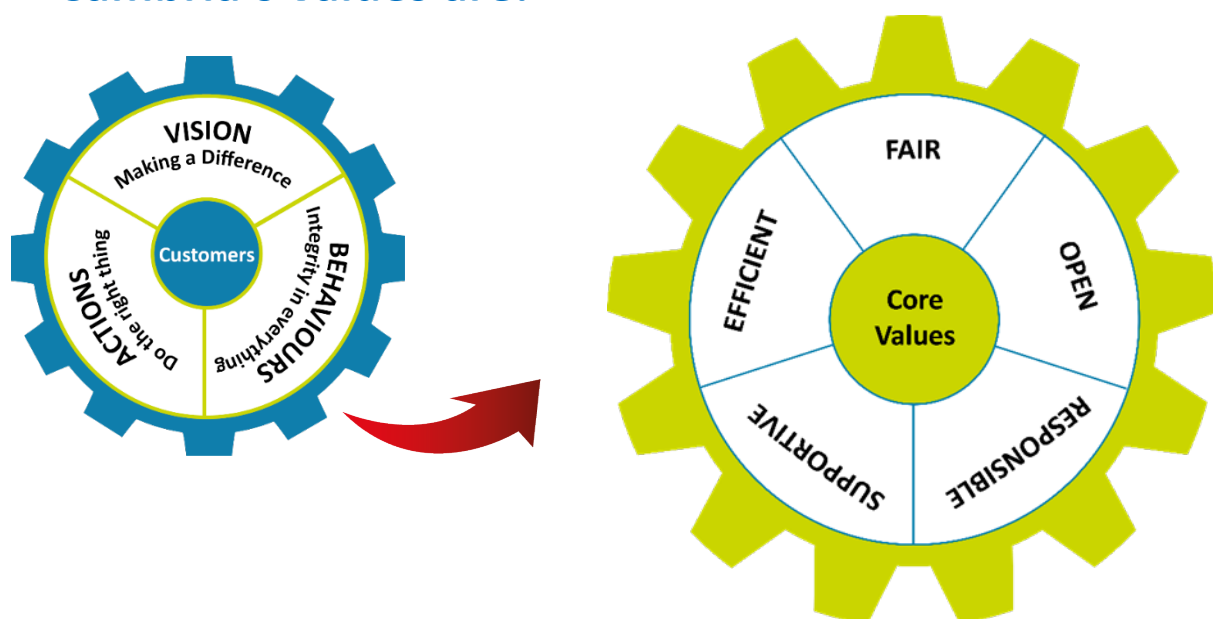
We see these interlocking elements being like a series of 'cogs', fitting together to create an effective and efficient whole, benefitting both our customers and our staff. We know what we stand for, you see it in our established vision of 'Strong sustainable growth to make a difference to people's lives, home and communities'.

There is a reality to this vision; it is a key 'cog' in our organisational system linking everything we do. It essentially defines our culture. From the top to the bottom of the organisation '**Making a Difference**' is a consistent theme. The model embodies Cambria's whole approach to designing and delivering services and provides a central point of reference to guide our growth and contribution to the work of the WWH Group.

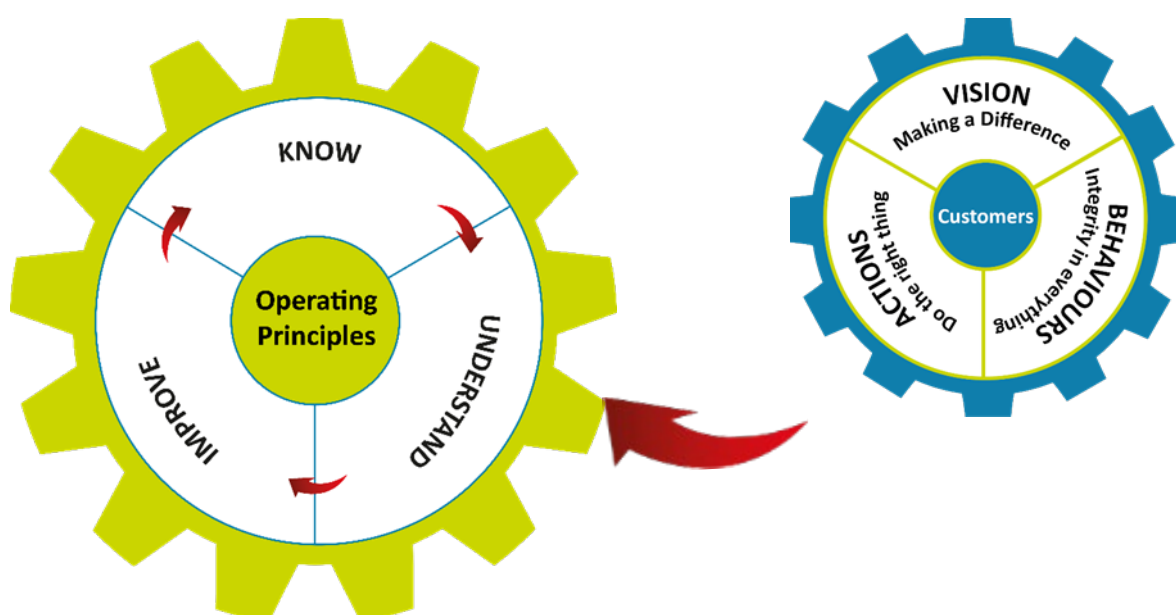
**Making a Difference** has been a core part of our **vision** and purpose for many years and is well established. This is reflected in Cambria's **Behaviours**, as our **values** are what we as a business believe in, driving us to aim for '**integrity in everything**'. Our **Actions** cover what we practically do and how we go about our work. Our **Operating Principles** set out how we will '**do the right thing**', a concept which is well understood and owned by our staff in their day-to-day work.



## Cambria's values are:



## Cambria's operating principles are:



Each part of the WWH Group Way is interrelated and needs to work together and turn in the correct direction for the overall system to work. The model embodies Cambria's whole approach to designing and delivering services and provides a central point of reference to guide our growth and contribution to the work of the WWH Group. The first step in 'doing the right thing' is to know what is happening within the business, be that within individual teams or a wider service delivery system. This knowledge must be evidenced and proved. The second step is to understand the reasons why, and to understand the problems that really need solving. The third step is to improve and to make sure improvements are seen

through to completion. Of course, this is a constant process as services strive to become more efficient and effective.

## Governance

### The Cambria Board

The Board of Directors is made up of a mixture of Executive Officers and Board Members of WWH together with an independent Board Member.

The Board has continued to meet on a regular basis and to enjoy healthy attendance throughout the year as shown in the following record:

Board Date		Mrs R Fleri	Mr P Winstone	Mrs H Christan	Mrs A Hinchey	Mr S Epps	Mr S Porter	Ms S Porter	Mrs J Williams
04-Feb-20	In person	Y	A	Y	Y	Y	Y	Y	
05-May-20	Virtual	Y	A	Y	Y	Y	Y	Y	
08-Sept-20	Virtual	Y	Y		Y	Y	Y	A	Y
10-Nov-20	Virtual	Y	Y		Y	Y	Y	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. In addition, Cambria has continued to expand its delivery of maintenance services to WWH homes and residents in West Wales. 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. To support the local economy Cambria always tries to recruit local staff, living by its commitment to build long term employment and benefits within the community in which it works.

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.

Since Cambria's inception, it has continued to evolve and expand its service delivery across the whole of WWH's operational area. During 2020 Cambria, in liaison with WWH, has continued to improve the management of reactive maintenance with the Principal Operations Manager leading regular reviews of work in hand and the necessary resource alignment. This way of working allows the right operatives to be allocated to the right work, matching skills of the operative to the tasks they are doing therefore improving the repair quality and service to WWH residents.

Cambria has continued to deliver a restricted maintenance service to Hafan Cymru in North Wales and Hollywell Doctor's surgery, a long-standing client.

WWH residents have expressed positive feedback in relation to their repairs and kitchen, bathroom and boiler replacement work. During the year performance has remained good with low end to end times for repairs along with high levels of property safety compliance.

### Response to the Covid 19 pandemic

2020 was a very different year for Cambria with the Covid 19 pandemic challenging normal ways of working and demanding care and flexibility to deliver essential services in a safe way. Cambria's Managing Director is a core part of the WWH Group Incident Management Team (IMT), which at the start of the pandemic met on a daily basis up to Easter 2020, and then regularly as needed whilst the situation settled. The focus of the IMT was to respond to new issues and guidance, assess and monitor staffing, review the financial position and to understand service delivery for residents and performance across Cambria and the Group.

Initially all Cambria offices closed to visitors with only a limited staff presence in each office to receive post, deliveries and give access to staff for essential work and to collect equipment or materials. All other office staff moved to working from home and were provided with ICT equipment, mobile phones and remote working connections.

The WWH Customer Service Centre (CSC) and Emergency Alarm service continued to be fully operational 24 hours a day every day. Service delivery was initially restricted to emergency and essential repairs, compliance work and safety checks. Most of the emergency repairs were to restore heating or hot water and repairs to door locks. Other essential works included preparing empty properties for re-letting and some bathroom and toilet repairs.

Gas servicing checks also continued with protocols used where residents were comfortable to give access, resulting in a very high level of compliance being achieved. The electrical testing programme was initially suspended, before recommencing once procedures and working methods were reviewed to ensure safety.

Non-essential work such as the renewal of kitchens and bathrooms as well as external works programmes were initially suspended and re-scheduled for completion when the social distancing restrictions were relaxed. A phased reintroduction was planned in order to release resource to manage any predicted spike in reactive repair demand.

At the height of the pandemic restrictions a core of 42 Cambria trade staff provided essential repairs and gas servicing across Wales, supported by the Cambria management team. A total of 108 staff were furloughed for a period under the Government's job retention scheme. Staff were furloughed primarily on the basis of skillsets, retaining those in work with specialist skills such as Gas Engineers and those who had the broadest range of skills to undertake the repairs needed. As the scheme allowed staff to be moved out of furlough after a three-week period, they were circulated in and out of furlough to suit service delivery and staff circumstances.



*Cambria operatives Lewis Evans, Mike O'Halloran and Scott Pearson volunteered to help a social enterprise deliver hanging baskets to their customers. Vision 21 in Cardiff runs the Oaks Garden Nursery as a community training project. During the coronavirus closure they put out an appeal for help to get their orders to customers. While on furlough Mike, Lewis and Scott, spent a morning helping to deliver baskets across the city.*

Throughout the Covid 19 pandemic, the main emphasis was placed on keeping residents and staff safe. Detailed working protocols were created to guide staff on how to carry out essential services. These protocols were reviewed and adjusted in line with Welsh Government and Public Health Wales announcements. Home working guides were provided to staff using their home as a temporary base together with some equipment, such as computer monitors, and office chairs were released for staff to use at home.

The need for, and appropriate use of, personal protective equipment (PPE) was kept under constant review and all necessary PPE was provided to staff. Stocks of PPE were limited at some points in time, especially masks, and all avenues were explored to purchase additional PPE. Masks are needed for dust and asbestos related works as well as being an additional line of defence in homes where emergency repairs are needed and occupants are symptomatic. Cambria also used full head masks for those with beards who would not achieve a face fit with a standard mask.

Materials supply has remained in place throughout the pandemic with Cambria's two supply partners, Jewson and L H Evans, holding stock to maintain Cambria's service delivery.

Cambria has acted in close collaboration with WWH to reconfigure service delivery to meet service demands whilst putting in place clear protective measures for both staff and residents. As restrictions in relation to maintenance services were reduced Cambria was able to phase the return of all staff from furlough by the end of September 2020. Through the UK lockdown imposed at end of 2020 there was no need to use the extended Job Retention Scheme other than for those who were required to shield due to having vulnerable health conditions.

Although the original turnover forecast was £13m for 2020, due to the pandemic and the consequent reduced kitchen and bathroom refurbishment programme this was reduced to just over £11m.

## Staff

Since Cambria started in 2011 with 30 staff, it grew 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 mainly attributed to delivering services in West Wales. Cambria ended 2020 with a total of 164 staff employed.



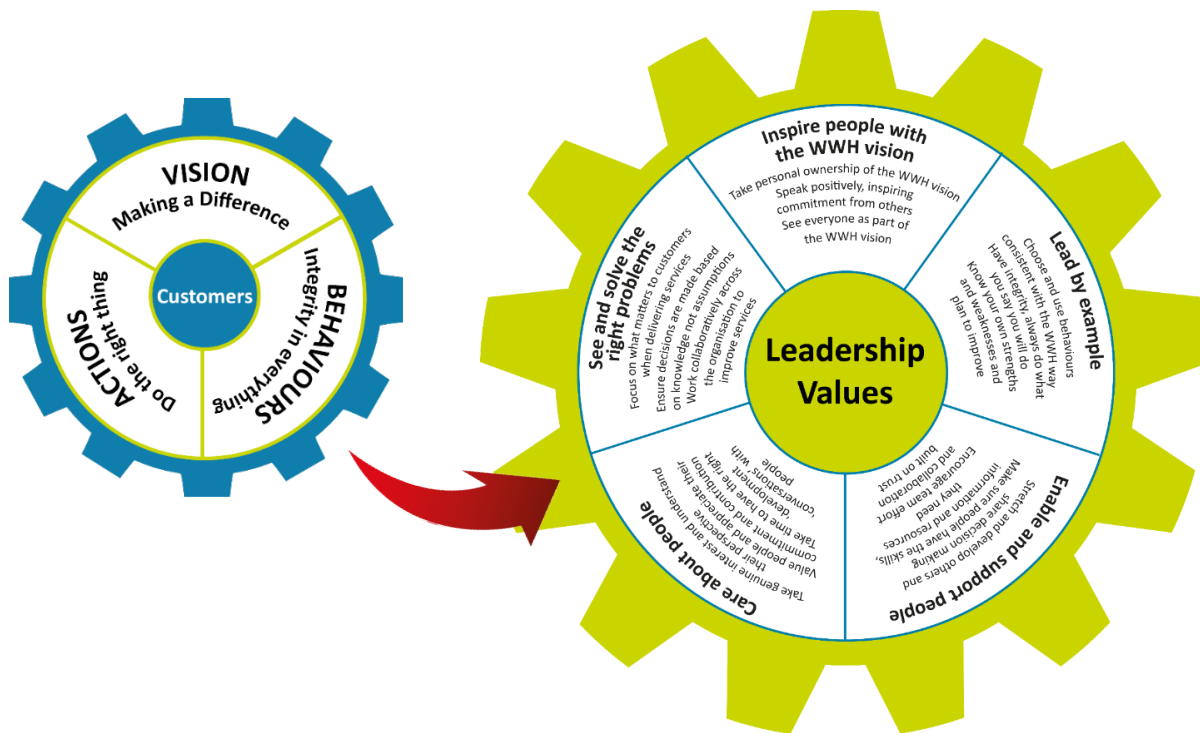


### **The Cambria Team**

Cambria's staff structure must reflect the needs of the business in order that it meets the requirements of the Wales & West Housing (WWH) Business Plan, with a need to jointly review a number of key systems to deliver a more effective and efficient maintenance and refurbishment service to the residents of WWH.

The Cambria structure was changed to allow Managers to spend more time within the teams and individuals out on site in order to fully understand the elements that hinder performance and thus facilitate improvement using the Operating Principles. This was not achieved to its full potential in 2020 due to the need to social distance, the restrictions in place due to the pandemic and Lead Trade Operatives needing to work as part of the frontline workforce through 2020 to facilitate the revised way of delivering empty property works with 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 a number of 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.



Understanding how staff feel about their working environment allows management action to fully and constructively consider staff views when planning and delivering services. In 2019 the WWH Group including Cambria achieved the best possible result of a three-star Best Companies rating being classed as an ‘extraordinary’ company to work for. In 2020 the WWH Group, again including Cambria, was awarded the highest Investors in People (IIP) award of IIP Platinum.



**INVESTORS IN PEOPLE™**  
We invest in people Platinum

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.



Cambria has increased pay levels to keep pace with median market rates to both retain and recruit quality staff. As part of the WWH Group approach to making a difference, Cambria has retained its commitment to be 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.

Apprenticeship Awards Cymru is an event that rewards individuals, learning providers and employers who have excelled in contributing to the development of Welsh Government's, (WG), Employability and Apprenticeship Programmes across Wales. Jointly organised by WG and the National Training Federation for Wales (NTfW), the awards showcase and celebrate the achievements of those who have exceeded expectations and shown a dynamic approach to training, innovation and creativity and shown a commitment to the improvement of skills development for the Welsh Economy. In 2020 Cambria put forward an apprentice for the individual award and its own apprenticeship programme for the company award.



**Gethin Elsam**, Multi-Skilled Apprentice  
Nominated for an individual award for the  
Employability and Apprenticeship Programme

Although the apprentice didn't make it through to the nominated finalists, Cambria was asked to make a presentation to the validation judging panel. This involved the Managing Director, two members of WWH's People Development and Coleg Cambria preparing and delivering a two-hour session to validation judges, themselves past winners of the award.



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

The outcome of that presentation was that Cambria has been selected as one of the finalists, with the winner to be announced at a virtual Awards ceremony later in 2021.

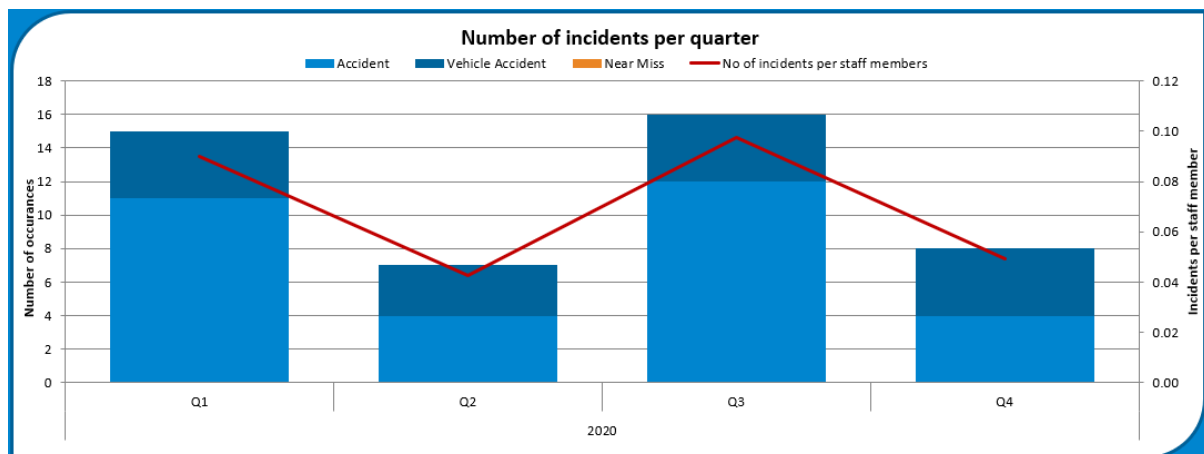
The 'Cambria Annual Review' is normally held at the Royal Welsh Showground in Builth Wells, Powys with the morning session reviewing business of the year and future plans. Unfortunately, due to the pandemic this couldn't be held for 2020. However, the Managing Director presented a short video message for all staff in December 2020 including announcements in relation to the annual terms and conditions review. Cambria is part of WWH Group virtual Festival being held in May 2021 with dedicated sessions and a full Group attendance on the first day to hear about the preceding year, the future and to celebrate long service awards and personal achievements

## Health and Safety

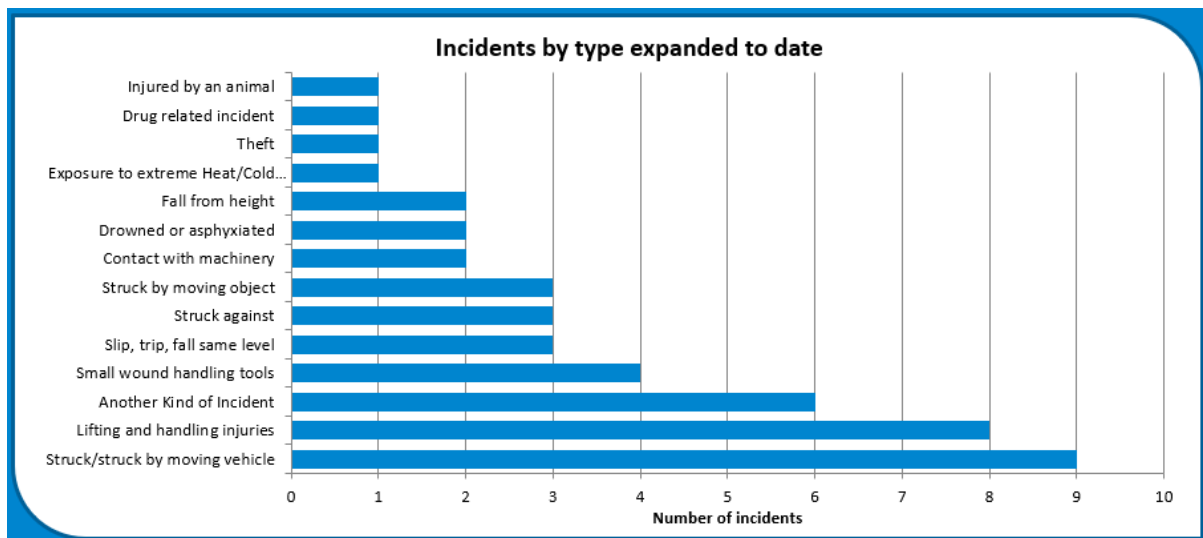
Health and Safety is fundamentally important, and all operational staff undertake six units of Health and Safety training with a number of staff either going through refresher training or new training in 2020.

All the accidents or near misses which occurred during the year are recorded and investigated wherever 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 resident's safety remain paramount.

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 in order to keep safety and well-being at the forefront of Cambria's culture.



During 2020 Cambria continued to demonstrate their practical commitment to be an environmentally responsible and sustainable business. At their environmental audit by Green Dragon, a UKAS Accredited Inspection Body, Cambria again received an excellent outcome gaining accreditation to Green Dragon Level 2 of the Green Dragon Environmental Standard. It is now proposed to look at gaining the next level within the Green Dragon accreditation.

## Materials and Sub Contracts

Procurement arrangements for the supply of consignment building and electrical materials through Jewson and LH Evans respectively have continued utilising a framework agreement set up and maintained by the national purchasing consortium Procurement for Housing (PfH). This partnership proved particularly strong during the pandemic with material supplies being maintained to near normal levels.

## Vehicles

The type of vehicles used reflects business need and so the variety of vehicles has also increased as the business has evolved. Cambria now manages the whole WWH Group fleet, including several specialist vehicles. A large percentage of the fleet was replaced in 2020 with more planned for replacement in early 2021.





## 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 existence. These are negotiated each year between WWH and the Managing Director of Cambria and cover support from HR, Health and Safety, Legal, Finance and ICT as well as other corporate support.

This joint working with WWH is essential for Cambria as it leads to positive working partnerships, which allow 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 has enabled greater 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 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 performance.

## Community benefits

In addition to carrying out the normal day to day activities of the business, Cambria also becomes involved in working with and supporting the communities in which it works. Cambria supported various small charities through the pandemic lockdowns, delivering hanging baskets and foodbank goods.

The WWH Group charity for 2019 and 2020 is Mind Cymru and Cambria would normally play their part in supporting the WWH Group to raise funds for this worthwhile cause through weekly "Dress Down Friday", raffles and larger events. However, 2020 has seen much of these normal activities postponed so where possible individuals or teams have undertaken sponsored challenges to help replace the funds that would normally have been raised. These have included sponsored miles walked, golf holes played and general donations.



## Scope of Works

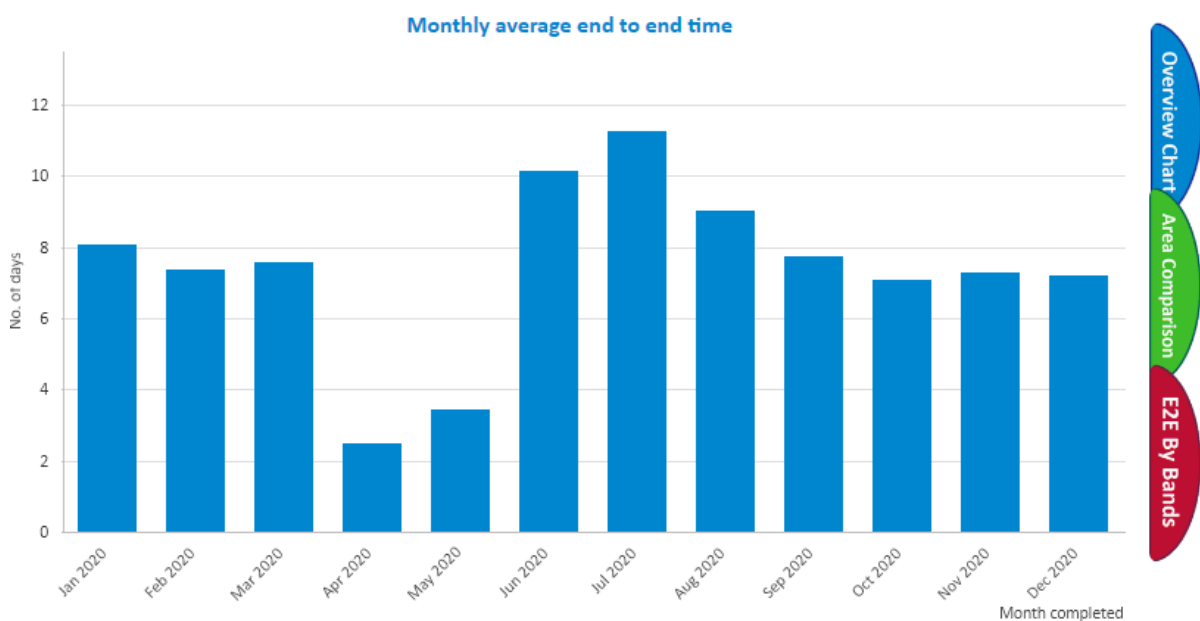
Cambria delivered just under 30,000 response maintenance and empty property repairs during 2020, 1.7% down on 2019. In addition, approximately 800 properties were prepared for re-letting, the majority of which required an electrical test and a Landlords gas safety test

During 2020 Cambria delivered a programme of major refurbishment works, installing 145 kitchens, 45 bathrooms, 291 boilers, over 9,000 gas services and 1,500 Electrical Installation Condition Reports (EICRs).

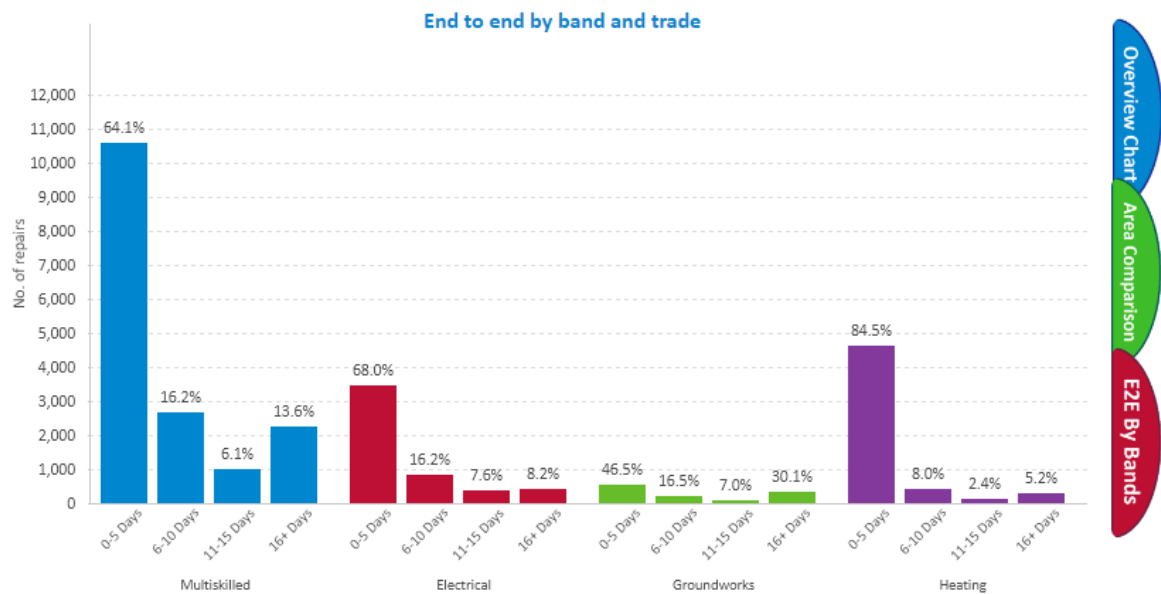
The Kitchen and bathroom refurbishment number was down on previous years as this work was suspended for nearly six months in 2020 due to the pandemic.

### Measuring Effectiveness

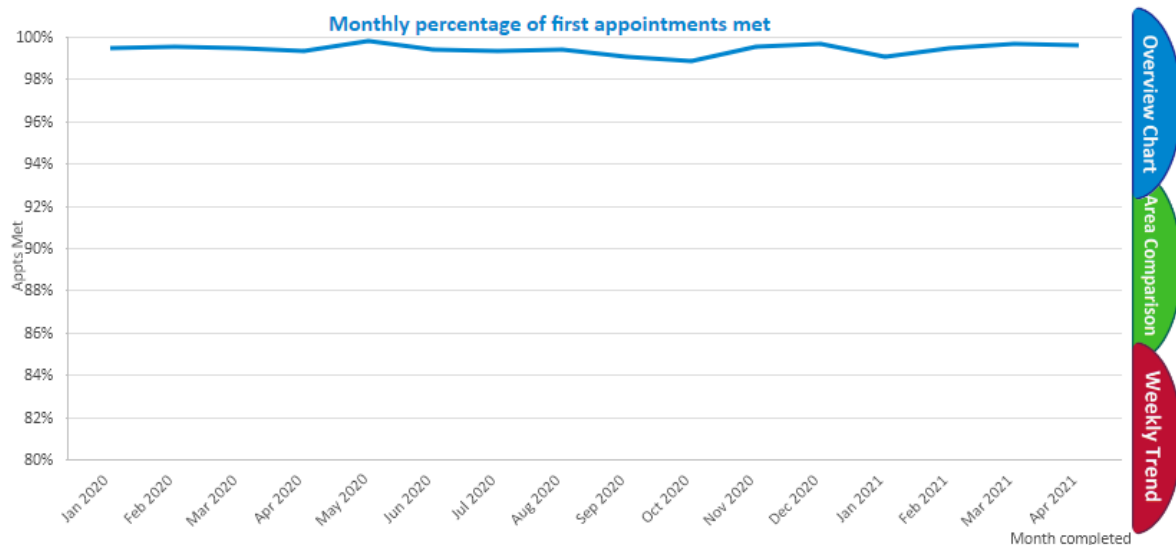
During its tenth year of trading Cambria has remained true to its operating principles, continuing to judge its performance in relation to what matters to its customers, WWH residents. Evidence has shown that residents want repairs completed quickly and at a time that is convenient, that repairs are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



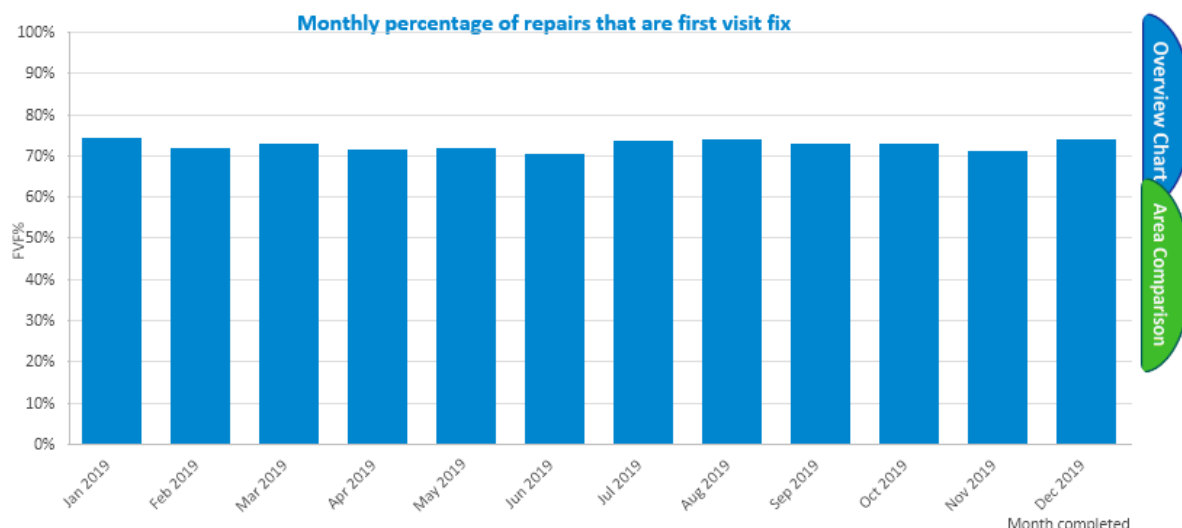
Repairs were completed quickly during 2020 with the average end to end time for all types of work being 7.4 days.



Seven out of ten electrical and multiskilled repairs were fully completed within five days and eight out of ten completed in ten days. Four out of every five heating repairs were fully completed within 5 days and 9 out of ten within ten days.



Appointments are made with residents at the first point of phone contact and 2020 saw over 99% of these appointments being kept, helping to keep to an absolute minimum the inconvenience of rearranging visit times. This included appointments where Cambria attended at the mutually agreed date, but the resident was not at home.



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 over nine out of ten for the quality of service they received and, through the working protocols developed, residents have been comfortable letting staff in to their homes to undertake repair works.

In each satisfaction discussion resident's comments are captured, as this information is vital to understanding where to direct the active improvement work which is the focus of Cambria's operational leaders.

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 tenth year of trading has been more challenging but has seen Cambria continue to consolidate on the high-quality services being delivered and to expand its operation in West Wales in close liaison with WWH. The delivery of excellent services to all WWH's homes and residents in 2020 continues to be the basis of Cambria's success. Using the WWH Group Way as its culture in turn promotes a strong sustainable company under the leadership of its Board and direction of the parent company, WWH.

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

<b>Statement of comprehensive income</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
	£	£	£	£	£
<b>Turnover</b>	<b>9,982,000</b>	<b>11,197,000</b>	<b>12,052,000</b>	<b>12,079,000</b>	<b>11,001,000</b>
Cost of sales	(7,743,000)	(8,843,000)	(9,563,000)	(9,402,000)	(8,603,000)
Gross profit	2,239,000	2,354,000	2,489,000	2,677,000	2,398,000
Administrative expenses and interest	(1,086,000)	(1,055,000)	(1,048,000)	(1,244,000)	(1,200,000)
Profit before tax	1,153,000	1,299,000	1,441,000	1,433,000	1,198,000
Tax on profit	(1,000)	(1,000)	0	0	(1,000)
<b>Total comprehensive income for the year</b>	<b>1,152,000</b>	<b>1,298,000</b>	<b>1,441,000</b>	<b>1,433,000</b>	<b>1,197,000</b>

<b>Statement of changes in equity</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
	£	£	£	£	£
Total comprehensive income	1,152,000	1,298,000	1,441,000	1,433,000	1,197,000
Gift aid distribution	(1,226,000)	(1,344,000)	(1,448,000)	(1,437,000)	(1,186,000)
<b>Retained earnings</b>	<b>(74,000)</b>	<b>(46,000)</b>	<b>(7,000)</b>	<b>(4,000)</b>	<b>11,000</b>

<b>Balance Sheet</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
	£	£	£	£	£
Fixed assets	104,000	62,000	57,000	57,000	72,000
Stocks	78,000	28,000	30,000	30,000	107,000
Debtors	38,000	34,000	38,000	48,000	12,000
Cash	1,744,000	1,900,000	2,015,000	2,008,000	1,667,000
Creditors	(1,896,000)	(2,001,000)	(2,124,000)	(2,131,000)	(1,834,000)
Net current liabilities	(36,000)	(39,000)	(41,000)	(45,000)	(48,000)
Provisions	(9,000)	(10,000)	(10,000)	(10,000)	(11,000)
<b>Net Assets</b>	<b>59,000</b>	<b>13,000</b>	<b>6,000</b>	<b>2,000</b>	<b>13,000</b>
<b>Reserves</b>	<b>59,000</b>	<b>13,000</b>	<b>6,000</b>	<b>2,000</b>	<b>13,000</b>

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Average staff numbers	141	155	166	168	165

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