

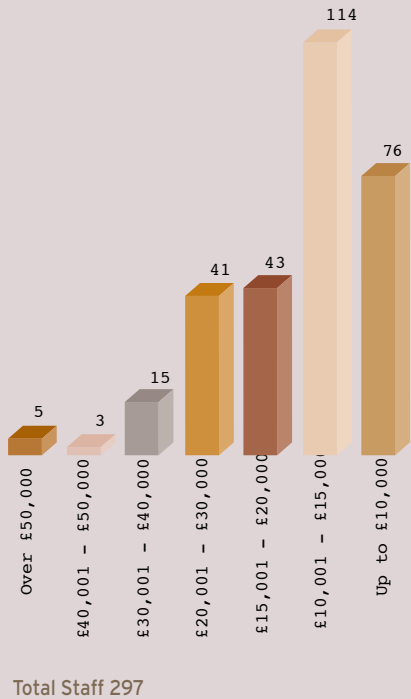
DEDICATED AND COMMITTED STAFF

The Trust is an Investor In People, and sets a high priority on promoting a High Performance Culture among all staff. In 2003, we considerably strengthened the Induction Programme for new staff.

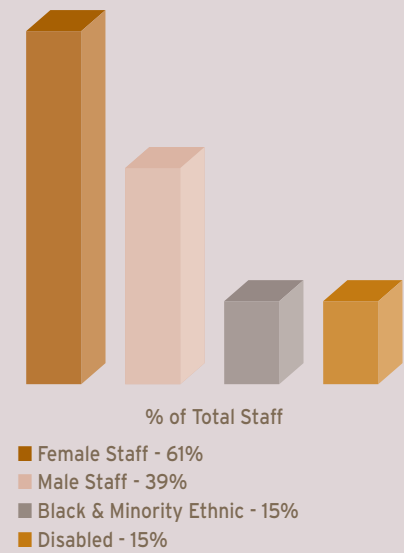
The Trust invested nearly £90,000 in training and staff development. We continued to support the PATH scheme, enabling black and minority ethnic trainees to gain practical experience of work in the housing sector.

We reviewed the staff appraisal system, known as the Individual Performance Review (IPR). A revised system has been piloted and will be introduced in 2004.

SALARY RANGES



% OF TOTAL STAFF



EQUAL OPPORTUNITIES

Number of staff and Trustees as at 31 December 2003

	Male		Female		Total
	BME*	White UK	BME*	White UK	
Trustees	-	8	-	4	12
Executive	-	6	-	-	6
Senior Managers	-	7	-	3	10
Specialist & Middle Management	5	9	3	21	38
Admin/Clerical/Senior Care	4	18	5	65	92
Trades People and Gardeners	3	48	-	-	51
Care Call/Care Staff	-	10	26	51	87
Cleaners	1	-	1	11	13
Total	13	106	35	155	309

*BME = Black & Minority Ethnic

A THANK YOU TO TOM GREEVES

Trustee from July 1971 to October 2003

Tom Greeves - a grandson of our founder, George Cadbury - has retired after 32 years of loyal and committed service as a Trustee of Bournville Village Trust.

He joined the Board of Trustees in 1971, replacing Dorothea Hoyland. It was obvious right from the start that Tom would take a fair-minded and balanced approach.

Tom lived in Bournville himself, so he appreciated just how sensitive some of the issues facing residents could be on a day-to-day basis.

He spent a lot of his time on work for the Trust. When he joined, areas such as Hole Farm and The Priory had not even been developed. During the mid-1980s, Tom played a very important role in the creation of Rowheath 'Solar Village'. The project and the whole Trust benefited greatly from his engineering knowledge and his interest in energy efficiency. In fact, Tom helped to shape many of the Trust's environmental policies.

Tom was Vice Chairman of the Trust for 14 years and served on the Finance and Development Committee from the moment it was formed. He offered wise advice on many issues over the years. His views on the effects of the economic downturn in the 1990s led directly to a new method of calculating the annual Management Charge.

Throughout his Trust career, Tom's quiet authority and genuine passion for the work of the Trust earned him great respect. On behalf of all who have had the pleasure of working with him, we offer our thanks and our best wishes for a happy retirement.

