

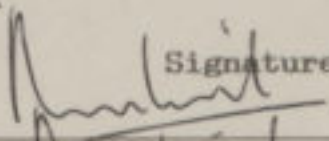
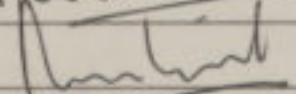
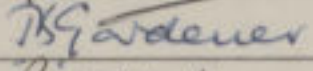
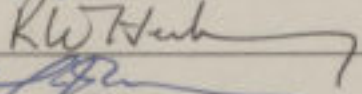
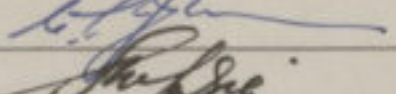
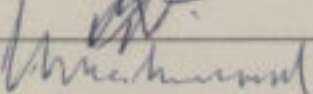
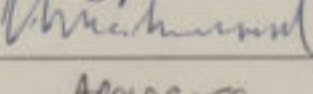
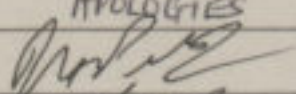
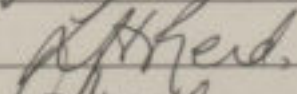
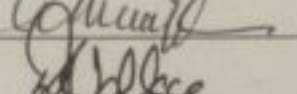
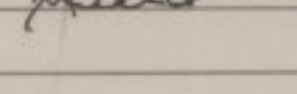
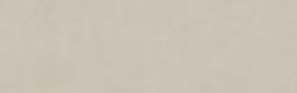
HORTORS

MINUTE BOOK

NOTULE BOEK

HERSCHEL ASSOCIATION
ANNUAL GENERAL MEETING 3 JUNE 1997
ATTENDANCE REGISTER
AND
AGREEMENT TO SHORT NOTICE

In terms of Clause 5.1 of the Association's Articles of Association, we the undersigned members, being a majority in number and together representing more than ninety-five percent of the total voting rights of all members having the right to attend and vote at general meetings of the Association, do hereby agree to the Annual General Meeting to be held on 3 June 1997 being called by shorter notice than that specified in the said Clause 5.1 of the Articles of Association.

Member	No of Shares	Signature
The Herschel Trust	4 957	
D. Loch Davis	1	
✓ J Gardener	1	
R Hendry	1	
Prof C T Johnson	1	
Countess Labia	1	
G Louw	1	
✓ W. Marshall Smith	1	
✓ J Millar	(1)	APLOGIES 
R Peters	1	
L. Reid	1	
A Snyders	1	
D Wallace	1	
	4 969	
	-1	
Cape Town		
3 June 1997	4968	

HERSCHEL ASSOCIATION

MINUTES OF ANNUAL GENERAL MEETING HELD IN THE HERSCHEL

LIBRARY ON TUESDAY 3 JUNE 1997 AT 17H00

PRESENT: Mr D Loch Davis (In the Chair and representing The Herschel Trust)
 Mr J Gardener
 Mr R Hendry
 Prof. CT Johnson
 Countess Labia
 Mr G Louw
 Mr W Marshall Smith
 Mr R Peters
 Mrs L Reid
 Mrs A Snyders
 Mr D Wallace

IN ATTENDANCE: Mrs AD van Zyl
 Mrs L MacIntyre
 Mrs J Thompson
 Mr PB Oertel (Secretary)

APOLOGIES: Mr JR Millar

NOTICE

It was agreed that the notice of meeting, which had been circulated, be taken as read. The Chairman confirmed that all present, being the requisite majorities, had signed an agreement to short notice, that there was a quorum present and accordingly the meeting was duly constituted in terms of the Articles of Association.

MINUTES OF PREVIOUS MEETING

The minutes of the previous Annual General Meeting held on 21 May 1996 having been circulated, were taken as read and duly approved and signed as a correct record of the proceedings.

1996 ANNUAL FINANCIAL STATEMENTS

The 1996 Annual Financial statements together with the auditor's report thereon having been circulated, were taken as read and unanimously approved.

It was agreed that the Chairman and the Chairman of the Finance Committee sign the Council's Report on behalf of the Council.

- 2 -

ELECTION OF COUNCILLORS

Having been proposed by Mr D Loch Davis and duly seconded by Mr D Wallace it was unanimously resolved that councillors be elected by means of a single resolution. Accordingly, having been duly proposed and seconded as previously, the following councillors who retired in terms of the Association's Articles of Association and being eligible for re-election, were re-elected councillors:-

Mr D Loch Davis
Prof. C T Johnson
Mr J R Millar

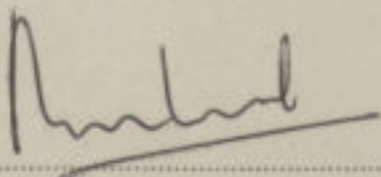
APPOINTMENT OF HONORARY LIFE COUNCILLOR

It was unanimously agreed that Mr W Marshall Smith be appointed an Honorary Life Councillor in terms of clauses 10.12 of the Articles of Association.

RE-APPOINTMENT OF AUDITORS

It was unanimously resolved that Ernst and Young be re-appointed auditors to the Association and that the fixing of their remuneration be left in the hands of the Finance Committee. A vote of thanks to be the auditors for their services was recorded.

There being no further business, the meeting terminated with a vote of thanks to the Chair.

CONFIRMED:**DATE:**

19. 08. 1997

HERSCHEL ASSOCIATION
COUNCIL MEETING 3 JUNE 1997
ATTENDANCE REGISTER

D LOCH DAVIS	<i>[Signature]</i>
J GARDENER	<i>J. Gardner</i>
R HENDRY	<i>R. Hendry</i>
C T JOHNSON	<i>C. T. Johnson</i>
COUNTESS LABIA	<i>Countess Labia</i>
G LOUW	<i>G. Louw</i>
W. MARSHALL SMITH	<i>W. Marshall Smith</i>
J MILLAR	Apologies
R PETERS	<i>R. Peters</i>
MRS L REID	<i>L. Reid</i>
MRS A SNYDERS	<i>A. Sniders</i>
D WALLACE	<i>D. Wallace</i>
MRS A.D. VAN ZYL	<i>A.D. van Zyl</i>
MRS L MACINTYRE	<i>L. MacIntyre</i>
MRS J THOMPSON	<i>J. Thompson</i>
P B OERTEL	<i>P. B. Oertel</i>

HERSCHEL ASSOCIATION

MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY

ON TUESDAY 3 rd ~~MAY~~ 1997 IMMEDIATELY AFTER

THE ANNUAL GENERAL MEETING AT 17H00

PRESENT:

- Mr D Loch Davis (In the Chair)
- Mr J Gardener
- Mr R Hendry
- Prof. C T Johnson
- Countess Labia
- Mr G Louw
- Mr W Marshall Smith
- Mr R Peters
- Mrs L Reid
- Mrs A Snyders
- Mr D Wallace

IN ATTENDANCE:

- Mrs A D van Zyl
- Mrs L MacIntyre
- Mrs J Thompson
- Mr P B Oertel

APOLOGIES: Mr J Millar

WELCOME

The Chairman welcomed the Headmistress, Mrs A.D. van Zyl, to her first Council Meeting and expressed best wishes for a long happy and successful term of office.

ACTION

LETTER FROM FORMER HEADMISTRESS

The Chairman read a letter from Mrs P.J. Duff which recorded her thanks to all members of Council for their support and friendship. Her contributions of R5 000 for a stained glass window in the Chapel and R2 000 towards the cost of an historical supplement in the next issue of 'The Herschelian' were recorded with great appreciation. It was agreed that her letter form an integral part of the minutes of the meeting.

CONFIRMATION OF MINUTES

The minutes of the Council Meeting held on 25 February 1997, having been circulated, were taken as read, duly approved and signed by the Chairman as correctly recording the proceedings.

hr

ELECTION OF OFFICE BEARERS**ACTION**

- a) Mr Loch Davis was unanimously re-elected Chairman for the ensuing year.
- b) The members of the Finance (Executive) Committee were unanimously re-elected en bloc with a vote of thanks.
- c) The appointment of Mr W Marshall Smith as an 'Honorary Life Councillor' was ratified unanimously.

REPORT OF HEAD OF PREPARATORY SCHOOL

The report was noted. Mrs Thompson reported that the Class Representatives would submit a list of suggestions for the use of R36 607 raised at the Carnival. It was agreed that the Finance Committee should discuss the controls that should be in place for fund raising of this nature. Mrs Thompson was requested to send a copy of the morals and ethics questionnaire to Council members. A summary of the correlated responses would be discussed at the next Council Meeting.

P.B.O.

J.T.

Immediate

REPORT OF THE HEADMISTRESS

Mrs van Zyl stated that she was enjoying a rewarding first term and paid tribute to her predecessor for meticulous planning and preparation for the hand-over. She expressed appreciation to her Deputy, the Head of Preparatory and the Bursar for their support. Mr S. Pawinski had been appointed Estate Manager. A schedule of 1998 scholarship awards was distributed. Prospective facilitators for the next Strategic Planning session were being interviewed. It was agreed that the Chairman would approve the final choice. After discussion it was confirmed that Mrs Bray should retire at the end of 1997. Council policy on retirement at normal retirement age, other than in completely exceptional cases, was confirmed. The Headmistress and the Head of Preparatory had the full support of Council in this case, where considerable parental pressure had been solicited. Similarly it was appropriate that the Lady Warden should now finally retire and the necessary notice should be given. All staff should be reminded of their conditions of service when appropriate.

ADvZ

ADvZ

ADvZ

Lengthy discussion ensued in regard to the need and desirability of a full four class stream.

- 3 -

Concerns were expressed in many areas, including:

- a) The pressure on facilities
- b) The quality of school life
- c) The perpetuation of the process
- e) Character and ethos - change resulting from greater size.
- e) Academic support for pupils
- f) Social implications

Ultimately in the light of strong academic support for the need to introduce new blood in Standard 6 and favourable financial implications, it was agreed that a fourth Standard 6 class could be offered in 1998. This could proceed provided that the process could be managed physically, it being recognised that Council was not bound in perpetuity. The matter would be reviewed in 1998.

BURSAR'S REPORT

The bursar amplified his report stressing that the favourable outcome for the first term was not necessarily indicative of the trend for the full year. No firm information on subsidy receipts was available, which would affect cash flow projections, as would special capital expenditure decisions arising from the strategic planning process.

FINANCE COMMITTEE RECOMMENDATIONS

The recommendations were agreed as follows:

- 1) That the Finance Committee be authorised to review academic salaries in the light of current developments and that new salary scales be implemented with effect from 1 July 1997 after final approval by the Chairman of Council
- 2) That Perry Baxter Oertel be appointed Public Officer of Herschel Association and The Herschel Trust.
- 3) That the income from the Four Schools Trust be credited to the Bursary Fund.

SCHOLARSHIPS, BURSARIES AND ALLOWANCES

The summary was noted.

ESTATE COMMITTEE REPORT

The Estate Manager would be instructed to implement the planned maintenance programme. It was agreed that the Master Plan should be finalised during the strategic planning process.

ACTION

P.B.O.
Immediate

ADvZ/GL

4/...

ACTIONCOMMUNICATIONS AND MARKETING COMMITTEE

During discussion of the report it was agreed that it was urgent that proposals in regard to the future of boarding be circulated as a matter of urgency so that the matter could be fully considered in the strategic planning exercise.

ADvZ/
P.B.O.

STRATEGIC PLANNING

A fast track timetable would be circulated. The composition of Council would be fully considered during the planning sessions. It was accepted that expertise in specialist areas could be imported for the planning process.

ADvZ

LS.C. REPORT

A full report would be available at the next meeting.

OTHER BUSINESS

The transfer of 1 share from each of Mr R. Wood, Mr J Mudge, Mr G Barr and Mrs P J Duff to The Herschel Trust was approved,

P.B.O.

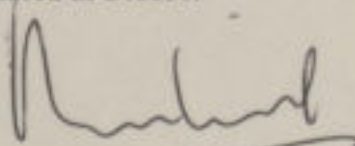
NEXT MEETING

Tuesday 19 August 1997

(To be followed by annual Council/Staff Dinner)

The meeting terminated at 20H10.

Confirmed:


Chairman

Date:

19. 08. 97

HERSCHEL ASSOCIATION

MINUTES OF A SPECIAL MEETING OF COUNCIL HELD ON THURSDAY 10 JULY 1997 AT 17H00 IN THE SCHOOL LIBRARY

PRESENT: Mr D. Loch Davis (In the Chair)
Mr R. Hendry
Mr J. Millar
Mrs A. Snyders
Mr D. Wallace
Mrs A. D. van Zyl (Headmistress)
Mrs J. Thompson (Head of Preparatory School)
Mr P. B. Oertel (Bursar)

APOLOGIES: Mr J. Gardener
Prof. C.T. Johnson
Countess Labia
Mr G. Louw
Mr W. Marshall Smith
Mr R. Peters
Mrs L. Reid

ACTION

WELCOME

The Chairman thanked those council members present for attending at short notice. The bursar confirmed that notice and details of the proposed property purchases had been given to those members of council who were in town.

ACQUISITION OF PROPERTY

The bursar outlined the background leading up to the current proposal to acquire two adjacent properties opposite the Preparatory School gates. After discussion it was agreed that the acquisitions were of strategic importance to the school and should proceed. The bursar was instructed to ensure that the transactions were structured in such a manner as not to jeopardise the school's tax status.

PBO
IMMEDIATE

EMPOWERING RESOLUTIONS

1. Resolved that the Association purchase Erf 54639 Claremont (19 Kenmar Crescent) for the sum of R776,000.00 and that Perry Baxter Oertel, in his capacity as Secretary, be authorised to settle the terms and conditions of the purchase and to sign all documentation for and on behalf of the Association.

PBO
IMMEDIATE



ACTION

2. Resolved that the Association purchase Erf 54638 Claremont (21 Kenmar Crescent) for the sum of R775,000 and that Perry Baxter Oertel, in his capacity as Secretary, be authorised to settle the terms and conditions of the purchase and to sign all documentation for and on behalf of the Association.

PBO
IMMEDIATEFUTURE PROPERTY ACQUISITION POLICY

It was agreed that no detailed policy could be formulated until the completion of the strategic planning exercise. In the interim the bursar was authorised to advise owners of neighbouring properties that the school should always be regarded as a potential purchaser.

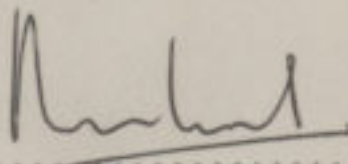
PBO
ONGOINGGENERAL

The Headmistress outlined the progress being made in the strategic planning process.

DVZ
ONGOINGNEXT MEETING

Tuesday 19 August 1997
(To be followed by Council/Staff Dinner).

The meeting terminated at 17H50.

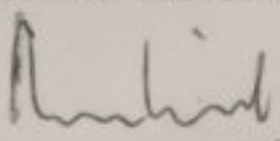
Confirmed 

Date: 19.08.97

HERSCHKL ASSOCIATION

COUNCIL MEETING 19TH AUGUST 1997 AT 17H00

ATTENDANCE REGISTER

D LOCH DAVIS	
J GARDENER	<i>J Gardener</i>
R HENDRY	<i>R Hendry</i>
C T JOHNSON	Apologies
COUNTESS LABIA	<i>C Labia</i>
G LOUW	Apologies
W. MARSHALL SMITH	<i>W Marshall Smith</i>
J MILLAR	<i>J Millar</i>
R PETERS	<i>R Peters</i>
MRS L REID	<i>L Reid</i>
MRS A SNYDERS	<i>A Sniders</i>
D WALLACE	<i>D Wallace</i>
MRS D VAN ZYL	<i>D van Zyl</i>
MRS L MACINTYRE	<i>L MacIntyre</i>
MRS J THOMPSON	<i>J Thompson</i>
P B OERTEL	<i>P B Oertel</i>

HERSCHEL ASSOCIATION

MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY

ON TUESDAY 19 AUGUST 1997 AT 17H00

PRESENT: Mr D Loch Davis (In the Chair)
Mr J Gardener
Mr R Hendry
Countess Labia
Mr W Marshall Smith
Mr J Millar
Mr R Peters
Mrs L Reid
Mrs A Snyders
Mr D Wallace

IN ATTENDANCE: Mrs A D van Zyl
Mrs L MacIntyre
Mrs J Thompson
Mr P B Oertel

APOLOGIES: Prof C T Johnson
Mr G Louw

ACTION

1. CONFIRMATION OF MINUTES

The minutes of the following meetings, having been circulated, were taken as read, duly approved and signed by the Chairman as correctly recording the proceedings:-

Annual General Meeting - 3 May 1997
Council Meeting - 3 May 1997
Special Council Meeting - 10 July 1997

2. MATTERS ARISING

The Headmistress reported that a Performance Appraisal Committee had been established and that the process would be initiated in the near future.

ADvZ

3. REPORT OF HEAD OF PREPARATORY SCHOOL

In highlighting aspects of her report, Mrs Thompson referred to the Morals and Ethics questionnaire which had been circulated and advised that a summary would be made available in due course. A report on parents' fund raising activities and procedures was tabled. Council expressed appreciation and requested that the parents concerned should be highly complimented and thanked.

JT

ACTION

Miss Bout had been appointed at Grove Primary School from January 1998. Council felt that this successful training process should be repeated in 1998 if possible. A market day was to be held on 5 September 1997 as part of the pupil entrepreneurial programme.

JT

REPORT OF HEADMISTRESS

The report on disadvantaged pupils by Mrs Allen would be distributed to members of Council.

ADvZ

It was agreed that bursaries should receive special attention during the Strategic Planning process.

ADvZ

The acquisition of a suitable public address system in the sports hall was sanctioned. The bursar was requested to establish the maximum number of persons that could legally be accommodated in this venue.

PBO

PBO

The use of a country campus at Greyton for school camps was supported by Council.

It was confirmed that the Lady Warden should be replaced with effect from January 1998 and that advertisements approved by the Chairman should be placed forthwith.

ADvZ/
PBO

Council again reaffirmed the policy that retirement at normal retirement age of 63 was preferred but that for good reason there could be exceptions after specific Council consideration.

BURSAR'S REPORT

In commenting on his report the bursar drew attention to the favourable outcome for the first half of the financial year which would be nullified by an expected deterioration in the second half. He reported on reduced subsidies and trade union activity.

RECOMMENDATIONS TO COUNCIL

- i) It was agreed that the fixing of 1998 fees be delegated to the Finance Committee, subject to final approval by the Chairman.
- ii) The number and value of scholarships should be considered during the strategic planning process.
- iii) The bursary granted to the van den Aardweg family should be subject to normal bursary conditions.

PBO

ADvZ

PBO

ACTION

7. ESTATE COMMITTEE REPORT

Mr Hendry updated his report, advising that the cost of the alterations to the outbuildings at the Headmistress' house would be reduced to some R32,000.

It was noted that the school gardens were looking good and Council expressed appreciation to the volunteer parents and the estate manager.

ADvZ

8. COMMUNICATIONS AND MARKETING COMMITTEE

Pursuant to the report, the Headmistress gave details of the background and functions of the newly appointed guidance counsellor. She also outlined the functions of the public relations officer/liaison executive. It was agreed that that this appointee be requested to interact more closely with the committee.

ADvZ

9. STRATEGIC PLANNING

The Headmistress reported on the first six weeks of the 12 week process. The Task Team activities were outlined and minutes of all the meetings were available for inspection. The high degree of staff involvement was most commendable. The facilitator was performing well and the involvement of Council members much appreciated.

10. I.S.C. REPORT

Mr Wallace reported on the last meeting, drawing attention to the subsidy problem and the need for a local ISC representative.

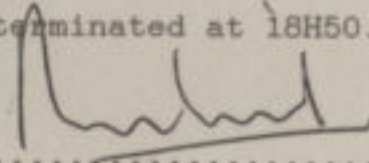
11. OTHER BUSINESS

The Chairman referred to the retirement of the present bursar on 31 December 1997 and recorded Council's appreciation for his contribution.

12. FORTHCOMING MEETINGS

- a) Monday 6 October 1997 - Special Meeting to receive Strategic Planning presentation.
- b) Tuesday 11 November 1997 - Council Meeting.

The meeting terminated at 18H50.

Confirmed:


Chairman

Date: 11. 11. 97

HERSCHEL ASSOCIATION

MINUTES OF SPECIAL COUNCIL MEETING HELD ON

MONDAY 6 OCTOBER 1997 AT 15H00 IN THE SCHOOL LIBRARY

Present: Mr D. Loch Davis (In the Chair)
Mr J. Gardener
Mr R. Hendry
Prof. C. Johnson
Countess S. Labia
Mr W. Marshall Smith
Mr J. Millar
Mr R. Peters
Mrs L. Reid
Mrs A. Snyders
Mr D. Wallace

By Invitation: Ms. M. Ebdon (Facilitator)
Mrs A. D. van Zyl (Headmistress)
Mrs L. MacIntyre (Deputy Headmistress)
Mrs J. Thompson (Head of Preparatory)
Mr P. B. Oertel (Bursar)

Absent: Mr G. Louw

INTRODUCTION

The Chairman outlined the purpose of the meeting which was to consider the strategic planning proposals formulated by the Executive Steering Committee, various task teams with input from a number of Council members.

PRESENTATION

The facilitator, Ms Maureen Ebdon, gave a detailed presentation on all aspects of the proposals. An inspection in loco was held to view the physical impact of re-aligning the existing tennis courts and building a third court to provide an additional outdoor playing surface for various sports.

DECISIONS

The following matters were agreed in principle but were all subject to specific motivations and plans being submitted to Council together with full financial implications being presented:-

A. Education

- i) Integrated Thematic Approach (Stds. 6 and 7)
- 

- ii) IEB Matric in 1999 (Parental support essential).
- iii) Holistic approach reaffirmed.
- iv) Increase in number of bursaries (particularly in the Preparatory School).

B. Human Resources

- i) Staff appraisal system to be instituted.
- ii) An academic staff reward package incorporating incentives and modified long leave arrangements to be formulated.
- iii) Tax planning mechanisms to be considered.

C. Information Technology

- i) Fibre optic backbones for both the Senior and Preparatory Schools with appropriate hardware and software.
- ii) Financial assistance for staff to accelerate computer literacy and skills.

D. Facilities

- i) Boarding to be phased out by 2002. No further boarder intake after 1998. A committee was to be formed immediately to handle communication and planning.
 - ii) Space to be vacated by boarding would be redesigned to incorporate classrooms, administration and academic staff space, additional locker facilities and improved circulation.
 - iii) Large class teaching venues.
 - iv) Junior Preparatory building improvements and alterations.
 - v) Realignment of tennis courts and an additional court. (Expert engineering and sporting input required).
 - vi) Pre-preparatory building to be modified.
 - vii) Preparatory School design and technology centre. (Urgent attention necessary - required for 1998).
 - viii) Preparatory School music centre.
 - ix) Preparatory School resource centre.
- 

- x) Senior School music, art and drama facilities to be improved.

E. Outreach

- i) All pupils to become involved.
- ii) Co-ordinator to be appointed.

F. Spiritual Values

Greater religious emphasis with pupil and teaching involvement.

G. Council

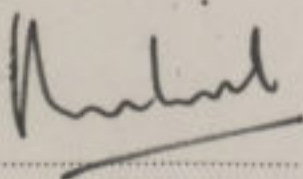
Composition and role of Council to be considered at a Special Caucus Meeting to be convened shortly.

CONCLUSION

The Chairman stressed that Council was there to assist management with the planned changes. He expressed the thanks of Council for all those involved in the Strategic Planning process, particularly Ms. Maureen Ebdon, whose involvement and facilitation had been impressive.

The meeting terminated at 19H15.

Confirmed:



Date:

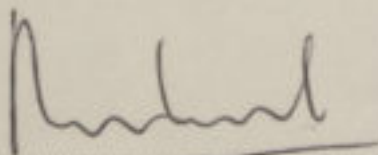
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HERSCHEL ASSOCIATION

COUNCIL MEETING 11 NOVEMBER 1997

ATTENDANCE REGISTER

D. LOCH DAVIS



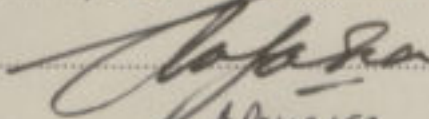
J. GARDENER

J. Gardener

R. HENDRY

R. Hendry

COUNTESS LABIA



G. LOUW

APOLOGIES

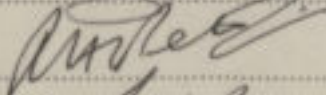
W. MARSHALL SMITH

APOLOGIES

J. MILLAR

J. Millar

R. PETERS



MRS L. REID

L. Reid

D. WALLACE

APOLOGIES

MRS A.D. VAN ZYL

A.D. van Zyl

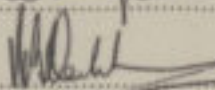
MRS L. MACINTYRE

L. MacIntyre

MRS J. THOMPSON

J. Thompson

P. B. OERTEL



HERSCHEL ASSOCIATIONMINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARYON TUESDAY 11 NOVEMBER 1997 AT 17H00PRESENT:

Mr D. Loch Davis (In the Chair)
 Mr J. Gardener
 Mr R. Hendry
 Countess Labia
 Mr J. Millar
 Mr R. Peters
 Mrs L. Reid

IN ATTENDANCE:

Mrs A.D. van Zyl
 Mrs L. MacIntyre
 Mrs J. Thompson
 Mr P.B. Oertel

APOLOGIES:

Mr G. Louw
 Mr W. Marshall Smith
 Mr D. Wallace

ACTION1. RESIGNATIONS

The resignations of Mrs A. Snyders and Prof. C.T. Johnson were noted with regret. The Chairman's letters of appreciation to them were circulated.

2. HONORARY LIFE MEMBER

The Chairman advised that Mr W. Marshall Smith would be becoming less active in the affairs of Council.

3. CONFIRMATION OF MINUTES

The minutes of the meeting, held on 19 August 1997 having been circulated, were taken as read, duly approved and signed by the Chairman as correctly recording the proceedings.

4. MATTERS ARISING

It was confirmed that 1998 fees had been fixed after consultation with the Chairman.

ACTION

5. **REPORT OF HEAD OF PREPARATORY SCHOOL**

Mrs Thompson reported that a further cadet teacher had been identified. She expressed appreciation for the approval of the Design and Technology Centre and advised that work had commenced. A successful fireworks display had been held.

6. **REPORT OF HEADMISTRESS**

In amplification of her report the Headmistress commented on negotiations with replacements for the Lady Warden and Chaplain. She reported that the appointment of the IT technician was pleasing. Considerable discussion ensued in regard to the reaction to the phasing out of boarding facilities, which decision by Council was not varied.

7. **BURSAR'S REPORT**

- a) The bursar reported on the legal action against the school by the Lady Warden, which would probably be pursued in the Labour Court. Provision had been made in the 1998 budget for a settlement or award.
- b) The capital expenditure report and 1998 capital expenditure budget would be circulated after the Finance Committee Meeting.
- c) Authority was delegated to the Finance Committee to finalise a staff computer hardware financial assistance plan.

PBO
30/11/97

PBO
30/11/97

8. **FINANCE COMMITTEE RECOMMENDATIONS**

None

9. **SCHOLARSHIPS AND BURSARIES COMMITTEE**

The summary of awards was noted.

10. **ESTATE COMMITTEE REPORT**

Following discussion on the possible acquisition of a Chapel organ, it was felt that the school should proceed along the lines of the original less costly scheme. The Chairman would finalise the proposals with management.

DLD
31/12/97



ACTION11. **COMMUNICATIONS AND MARKETING COMMITTEE**

It was agreed that the sports hall was a good venue for Speech Day and similar functions but that ventilation and the sound system should be improved.

ADvZ
PBO
28/2/98

Greater press liaison was suggested and it was agreed that the in-house marketing and public relations potential should be developed, by training if necessary.

ADvZ
ONGOING

12. **STRATEGIC PLANNING**

The Headmistress updated Council advising that the various committees had reported back. Expressing concern that implementation by committee could be drawn out, the Chairman requested that a timetable/programme be produced and sent to Council members so that implementation could be closely monitored.

ADvZ
IMMEDIATE

13. **ISC REPORT**

The meeting was advised of ISC submissions to counter the inequitable subsidy proposals.

14. **GENERAL**

a) It was agreed that Messrs R. Peters and D. Wallace be appointed signatories to the school's banking accounts.

PBO
IMMEDIATE

b) It was resolved that consent be given to the adoption by the Trustees of the Herschel Group Pension Fund of Amendment No.2 to the Rules of the Fund, effective 1 July 1997.

PBO
IMMEDIATE

It was noted that this amendment related to the registered address of the Fund, contributions after normal retirement date and purchases of annuities.

ACTION

15. 1998 MEETINGS

A schedule of suggested dates had been circulated.

Arising from subsequent comments from the Chairman the following dates have been set:

All at 17H00

Finance Committee

Council

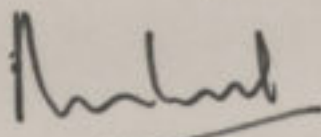
Tuesday 3 February
Tuesday 5 May
Tuesday 4 August
Tuesday 3 November

Tuesday 17 February
Monday 18 May
Tuesday 18 August*
Monday 16 November

*To be followed by the Annual Council Staff Dinner (changed format to be considered).

A date for a special strategic planning review meeting would be set once the implementation timetable has been approved.

The meeting terminated at 18H40.

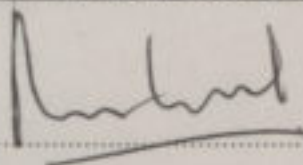


Confirmed:
Chairman

Date: 19. 02. 98

HERSCHEL ASSOCIATIONCOUNCIL MEETING 17 FEBRUARY 1998ATTENDANCE REGISTER

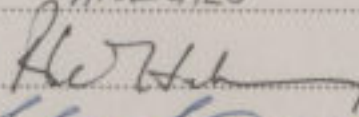
D. LOCH DAVIS.....



J. GARDENER.....

APOLOGIES

R. HENDRY.....

REV. ^{G.R.} C.G. COUNSELL.....

COUNTESS LABIA.....

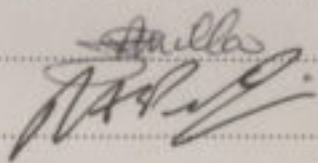


G. LOUW.....

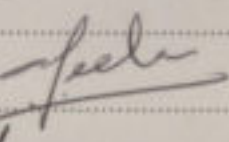
APOLOGIES

W. MARSHALL-SMITH..... APOLOGIES

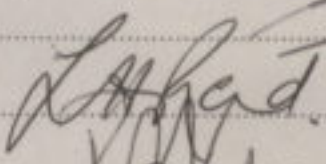
J. MILLAR.....



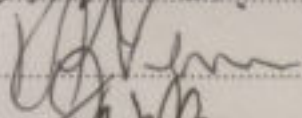
R. PETERS.....



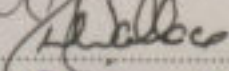
M. REELER.....



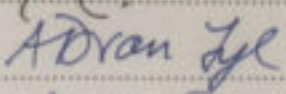
MRS L. REID.....



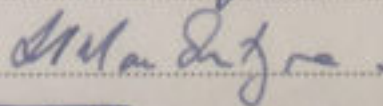
R. VERNON.....



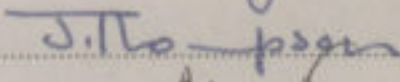
D. WALLACE.....



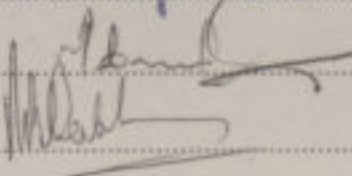
MRS A.D. VAN ZYL.....



MRS L. MACINTYRE.....



MRS J. THOMPSON.....



M. CONNOLLY.....

P. B. OERTEL.....

(Signed)

HERSCHEL ASSOCIATION

MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY

ON TUESDAY 17 FEBRUARY 1998 AT 17H00

Present: Mr D. Loch Davis (In the Chair - until 18H30)
Rev. Canon G.Q. Counsell
Mr R. Hendry
Countess Labia
Mr J. Millar
Mr R. Peters
Mr M. Reeler
Mrs L. Reid
Mr R. Vernon
Mr D. Wallace (In the Chair - from 18H30)

In Attendance: Mrs A.D. van Zyl
Mrs L. MacIntyre
Mrs J. Thompson
Mr P.B. Oertel
Mr M. Connolly

Apologies: Mr J. Gardener
Mr G. Louw
Mr W. Marshall Smith

ACTION

1. **WELCOME**

The Chairman extended a warm welcome to all, particularly Messrs Counsell, Reeler and Vernon, expressing the hope that they would enjoy their time on council and stating that their contribution will be valued.

He also extended a welcome to Mr M. Connolly who had been appointed to the important position of bursar from 1 March 1998.

2. **APPOINTMENT OF COUNCIL MEMBERS**

Messrs Counsell, Reeler and Vernon were unanimously appointed members of Council.

3. **CONFIRMATION OF MINUTES**

The minutes of the meetings, held on 6 October and 11 November 1997 having been circulated, were taken as read, duly approved and signed by the Chairman as correctly recording the proceedings.

M

ACTION

4. **MATTERS ARISING**

The bursar reported that it seemed that the litigation with Mrs V.M. Bester could be settled and that he would be discussing this with the Chairman.

**DLD/PBO
IMMEDIATE**

5. **COMPOSITION OF COUNCIL COMMITTEES**

The Chairman reported that members of Council had agreed membership of committees as follows:-

Executive Committee

Mr D. Loch-Davis (Chairman - ex officio)
Mr J. Gardener
Mr R. Hendry
Mrs L. Reid (Alternate - Countess Labia)
Mr D. Wallace (Alternate - Mr J. Millar)

Finance Committee

Mr D. Wallace (Chairman)
Mr J. Millar
Mr R. Peters
Mrs L. Reid

Planning Committee

Mr R. Peters (Chairman)
Mr J. Gardener
Mr R. Hendry
Countess Labia (Alternate - Mrs L. Reid)
Mr J. Millar

Estate Committee

Mr R. Hendry (Chairman)
Mr G. Louw

Bursary Committee

Mr J. Millar (Chairman)
Mr J. Gardener

M

ACTION

Communications and Marketing Committee

Countess Labia
Mrs L. Reid

Education Committee

Mr J. Gardener
Mr M. Reeler

The Chairman would be approaching the newly appointed Council members to invite them to serve on various committees. He mentioned that there were a further two potential council members.

**DLD
ONGOING**

6. **REPORT OF HEAD OF PREPARATORY SCHOOL**

In amplification of her report, Mrs Thompson expressed sincere thanks to Council for the impressive Design and Technology facility and suggested a tea in the centre prior to the next Council Meeting. She confirmed that the ceramic studio was operating well. The demand for places in the Preparatory School remained overpowering. Mrs Thompson would be representing the Western Cape region at an ISC bosberaad.

**JT/MC
30/4/98**

7. **REPORT OF HEADMISTRESS**

Mrs van Zyl expanded on various items in her report. She advised that a potential appointee for the position of Outreach Co-ordinator had been identified. The Chairman stressed the importance of this initiative, requesting that it be a standing item in the report of the Headmistress and that Council, the Communication and Marketing Committee, and the Education Committee be kept fully informed. It was agreed that an analysis of teachers and pupil numbers per subject be circulated

**ADvZ
IMMEDIATE**

**ADvZ
ONGOING
ADVZ
31/3/98**

8. **BURSAR'S REPORT**

The bursar highlighted various aspects of his report. It was agreed that the amount provided for staff relocation in the 1998 budget be transferred to maintenance expenditure. Mr Reeler indicated that state academic staff salary increases could be of the order of 6% to 7% in our salary categories. The Chairman stressed the importance of cost consciousness.

ACTION

9. **FINANCE COMMITTEE RECOMMENDATIONS**

The undernoted recommendations were approved:

- a) The draft 1997 Annual Financial Statements be approved subject to audit.
- b) The final 1998 operating budget be approved
- c) The 1998 normal capital expenditure budget totalling R584 786 be approved.
- d) The 1997 capital expenditure totalling R2 632 949 be approved.
- e) Fidelity Guarantee cover remain at R250 000.

10. **SCHOLARSHIPS AND BURSARIES**

The summary for 1998 was noted, it being reported that the bursary fund was under-utilised and that worthy candidates were continually being sought.

**ADvZ
ONGOING**

11. **ESTATE COMMITTEE**

Mr Hendry emphasised the need for greater accuracy in the costing of projects being considered in the strategic planning process.

It was anticipated that the Chapel organ would be functional in the relatively near future.

12. **COMMUNICATIONS AND MARKETING COMMITTEE**

Flowing from the report, considerable discussion ensued on the Old Herschelian Association. It was agreed that membership should be encouraged. The bursar will investigate an indicated financial problem in the association. A summary of the survey conducted amongst Old Girls will be circulated.

**PBO/MC
31/3/98
ADvZ
31/3/98**

13. **STRATEGIC PLANNING**

Implementation of capital expenditure projects had been delayed as a result of greatly increased cost estimates. The Planning Committee would re-assess all projects in the near future and report to council.

**RP/ADvZ
IMMEDIATE**

Copies of the Strategic Planning documentation would be sent to new members of Council and Mr Peters.

**ADvZ
IMMEDIATE**

It was suggested that a tour of inspection be arranged for the new members of Council.

**ADvZ
31/3/98**

ACTION

14. **ISC REPORT**

On 10 September 1998, during the Conference of Heads of Independent Schools to be held in Cape Town, there would be a presentation to school governors.

Submissions were being made to the Western Cape Education Department by the Joint Liaison Committee (consisting of representatives from ISC, Catholic, Jewish and Muslim school) on draft regulations for the registration of schools and payment of subsidies.

15. **OTHER BUSINESS**

- a) Following the appointment of Mr M. Connolly as bursar from 1 March 1998 it was agreed that he be appointed to the following offices from that date in place of Mr P.B. Oertel.
- i) Secretary to the Herschel Association
 - ii) Secretary to the The Herschel Trust
 - iii) Public Officer of the Herschel Association
 - iv) Public Officer of The Herschel Trust
 - v) Principal Officer of the Herschel Group Pension Fund
 - vi) Signatory to the Association's banking account.

The bursar would discuss the position of Trustee of The Four Schools' Trust with the Chairman

**PBO
IMMEDIATE**

- b) Subject to review and to receiving a reasonable rental return, school management were authorised to finalise a temporary rental arrangement for the use of the school squash courts on Monday evenings by the Villagers ladies league teams.

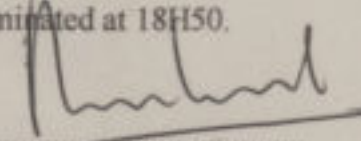
**ADvZ
IMMEDIATE**

- c) The meeting expressed appreciation to the retiring bursar for his contribution.

16. **NEXT MEETING**

This would be held immediately after the Annual General Meeting on Monday 18 May 1998 at 17H00

The meeting terminated at 18H50.

Confirmed: 

Chairman

Date: 18 May 1998

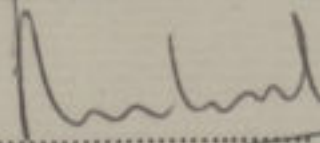
RESOLUTION

Extracts, from a meeting of the Board of Herschel Association held on 27th February, 1998 at Claremont.

It has been resolved that

- as from the date noted above, the Association shall pay retirement awards to the employees selected by the Board at their sole discretion.
- the Association shall enter into written service agreements with the employees selected to receive retirement awards and that such service agreement shall –
 - (a) form part of the employment contract between the Association and the employee, and
 - (b) set out the rights and duties of both the Association and the employee, as well as the benefits, and shall include provision for payment of an alternative award should the employee die or become permanently and totally disabled through sickness or injury prior to payment of the retirement award.
- the Association shall effect life insurance policies to fund retirement awards to employees and –
 - (c) the Association shall own such policies and pay the premiums thereon.
 - (d) the employee shall enjoy no right, title or interest in such policies except those conferred by the service agreements.

Signed at Claremont on the 27..... day of February..... 1998.


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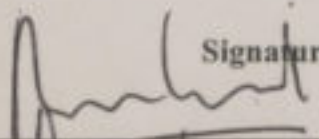
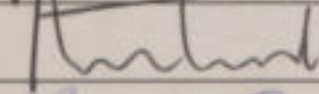
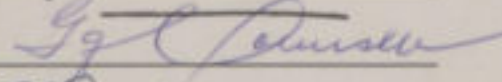
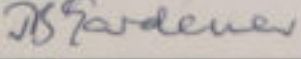
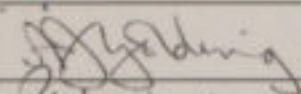
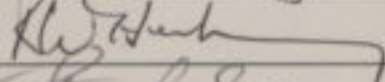
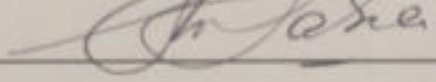
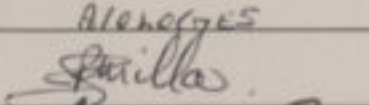
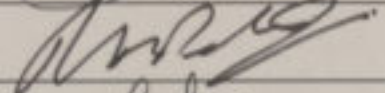
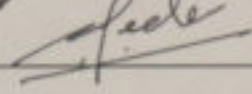
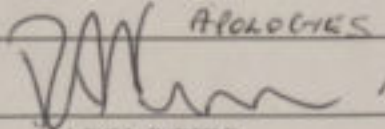
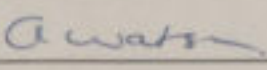
HERSCHEL ASSOCIATION

ANNUAL GENERAL MEETING 18 MAY 1998

ATTENDANCE REGISTER AND

AGREEMENT TO SHORT NOTICE

In terms of Clause 5.1 of the Association's Articles of Association, we the undersigned members, being a majority in number and together representing more than ninety-five percent of the total voting rights of all members having the right to attend and vote at general meetings of the Association, do hereby agree to the Annual General Meeting to be held on 18 May 1998 being called by shorter notice than that specified in the said Clause 5.1 of the Articles of Association.

Member	No. of Shares	Signature
The Herschel Trust	4957	
D. Loch Davis	1	
Rev. Canon G.Q. Counsell	0	
J. Gardener	1	
Mrs A. Golding (by invitation)	0	
R. Hendry	1	
Countess Labia	1	
G. Louw	1	APOLOGIES
W. Marshall Smith	1	APOLOGIES
J. Millar	1	
R. Peters	1	
M. Reeler	0	
L. Reid	1	APOLOGIES
R. Vernon	0	
D. Wallace	1	APOLOGIES
Prof. A. Watson (by invitation)	0	
	4967	

Cape Town
18 May 1998

HERSCHEL ASSOCIATION

MINUTES OF ANNUAL GENERAL MEETING HELD IN THE HERSCHEL

LIBRARY ON MONDAY 18 MAY 1998 AT 17:00

PRESENT: Mr D Loch Davis (In the Chair and representing The Herschel Trust)
Rev Canon G Q Counsell
Mr J Gardener
Mr R Hendry
Countess Labia
Mr J Millar
Mr R Peters
Mr M Reeler
Mr R Vernon

IN ATTENDANCE: Mrs A Golding
Mrs L MacIntyre
Mrs J Thompson
Mrs A D van Zyl
Prof A Watson
Mr M Connolly (Secretary)

APOLOGIES: Mr G Louw
Mr W Marshall Smith
Mrs L Reid
Mr D Wallace

NOTICE

It was agreed that the notice of meeting, which had been circulated, be taken as read. The Chairman confirmed that all present, being the requisite majorities, had signed an agreement to short notice, that there was a quorum present and accordingly the meeting was duly constituted in terms of the Articles of Association.

MINUTES OF PREVIOUS MEETING

The minutes of the previous Annual General Meeting held on 3 June 1997 having been circulated, were taken as read and duly approved and signed as a correct record of the proceedings.

1997 ANNUAL FINANCIAL STATEMENTS

The 1997 Annual Financial Statements together with the auditors' report thereon having been circulated, were taken as read and unanimously approved.

It was agreed that the Chairman and Mr J Millar would sign the Council's Report on behalf of the Council.

ELECTION OF COUNCILLORS

Having been proposed by Mr J Gardener and duly seconded by Mr J Millar it was unanimously resolved that councillors be elected by means of a single resolution. Accordingly, having been duly proposed and seconded as previously, the following councillors who retired in terms of the Association's Articles of Association and being eligible for re-election, were re-elected councillors:-

Mr J B Gardener
Mr R W Hendry
Mr G Louw

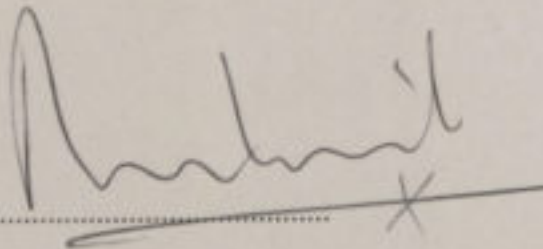
Rev Canon G Q Counsell
Mr M Reeler
Mr R Vernon

RE-APPOINTMENT OF AUDITORS

It was unanimously resolved that Ernst and Young be re-appointed auditors to the Association and that the fixing of their remuneration be left in the hands of the Finance Committee. A vote of thanks to the auditors for their services was recorded.

There being no further business, the meeting terminated with a vote of thanks to the Chair.

CONFIRMED:

A handwritten signature in dark ink, appearing to be 'R. Millar', is written over a horizontal dotted line. A small 'X' is marked at the end of the signature.

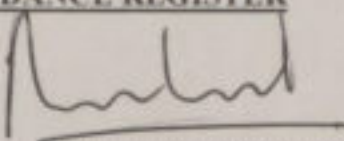
DATE:

17-05-99
17 MAY 1999

HERSCHEL ASSOCIATION

COUNCIL MEETING 18 MAY 1998

ATTENDANCE REGISTER

D. LOCH DAVIS	
J. GARDENER	J. Gardener
MRS A. GOLDING	A. Golding
R. HENDRY	R. Hendry
REV. G. Q. COUNSELL	G. Q. Counsell
COUNTESS LABIA	C. Labia
G. LOUW	APOLOGUES
W. MARSHALL-SMITH	APOLOGUES
J. MILLAR	J. Millar
R. PETERS	R. Peters
M. REELER	M. Reeler
MRS L. REID	M. Reid APOLOGUES
R. VERNON	R. Vernon
D. WALLACE	APOLOGUES
PROF. A. WATSON	A. Watson
MRS A.D. VAN ZYL	A. D. van Zyl
MRS L. MACINTYRE	L. MacIntyre
MRS J. THOMPSON	J. Thompson
M. CONNOLLY	M. Connolly

HERSCHEL ASSOCIATION

MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY

ON MONDAY 18 MAY 1998 AT 17:15

Present: Mr D Loch Davis
Rev G Q Counsell
Mr J Gardener
Mrs A Golding
Mr R Hendry
Countess Labia
Mr J Millar
Mr R Peters
Mr M Reeler
Mr R Vernon
Prof A Watson

In Attendance: Mrs A D van Zyl
Mrs L MacIntyre
Mrs J Thompson
Mr M Connolly

Apologies: Mr G Louw
Mr W Marshall Smith
Mrs L Reid
Mr D Wallace

ACTION

1. WELCOME

The Chairman extended a warm welcome to all those present and in particular to Mrs Golding and Professor Watson who were attending their first Council Meeting.

2. ELECTION OF OFFICE BEARERS

- a) Mr D Loch Davis was unanimously re-elected Chairman for the ensuing year. He indicated that he would welcome advice from Councillors in identifying a potential successor to take over at the beginning of the next financial year.
- b) The members of the Executive Committee were unanimously re-elected en bloc with a vote of thanks.

3. APPOINTMENT OF COUNCIL MEMBERS

Mrs A Golding and Prof A Watson were unanimously appointed members of Council.



4. CONFIRMATION OF MINUTES

The minutes of the meeting held on 17 February 1998, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.

5. TRANSFER OF SHARES

The following transfers of shares were proposed by the Chairman and seconded by Mr R Peters and unanimously approved:

1 share from G M. Barr	to	The Herschel Trust
1 share from Mrs P J Duff	to	Rev Canon G Q Counsell
1 share from C T Johnson	to	Mrs A Golding
1 share from J E Mudge	to	M Reeler
1 share from Mrs A M Snyders	to	R Vernon
1 share from R Wood	to	Prof A Watson

6. COMPOSITION OF COMMITTEES

It was agreed that the membership of Council Committees for the ensuing year would be as follows:

Executive Committee:

Mr D Loch Davis (Chairman - ex officio)
Mr J Gardener
Mr R Hendry
Mrs L Reid (Alternate - Countess Labia)
Mr D Wallace (Alternate - Mr J Millar)

Finance Committee

Mr D Wallace (Chairman)
Mr J Millar
Mr R Peters
Mrs L Reid
Prof A Watson

Planning Committee

Mr R Peters (Chairman)
Mr J Gardener
Mr R Hendry
Countess Labia (Alternate - Mrs L Reid)
Mr J Millar
Mr R Vernon

Estate Committee

Mr R Hendry (Chairman)
Mr G Louw

W

Bursary Committee

Mr J Millar (Chairman)

Rev G Q Counsell

Mr J Gardener

Communications and Marketing Committee

Countess Labia

Mrs A Golding

Mrs L Reid

Mr R Vernon

Education Committee

Mr J Gardener

Mr M Reeler

7. **REPORT OF HEAD OF PREPARATORY SCHOOL**

In addition to her report, Mrs Thompson advised Council that a donation of R5,000 had been received from Mr McKay in recognition of the high quality of education his daughters receive at Herschel. An anonymous donation of R10,000 had been received with the specific request that it be used for the purposes of the Preparatory School.

8. **REPORT OF HEADMISTRESS**

Mrs van Zyl gave emphasis to various items included in her report.

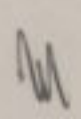
It was agreed that the following needs existed and were to be addressed:

- to develop and implement a sound marketing strategy which sought to seize on future educational opportunities and took into account growing competition.
- to improve communications with the local community generally and parents/potential parents in particular.
- to make a scientific analysis of what constituted the "ethos" of the school.
- to draw and retain top class teaching staff and to ensure that they were remunerated appropriately.

Mrs van Zyl requested that Council give consideration in future to the possibility of sponsoring one student on an exchange programme.

Mrs van Zyl reported that serious consideration was being given to and appropriate research was being done on the possibility of changing the school uniform.

ADvZ



ACTION

9. **BURSAR'S REPORT**

Mr Connolly drew attention to the key issues contained in his report.

Council agreed that the matter of the annual academic salaries review be delegated to the Finance Committee.

**MC/
FINANCE
CTTEE.**

Mr Connolly acknowledged with great appreciation the help and encouragement given to him during his initial months of office by the Headmistress and staff, Council members and his predecessor, Mr Oertel.

10. **ESTATE COMMITTEE**

Mr Hendry's report was acknowledged with thanks.

11. **COMMUNICATIONS AND MARKETING COMMITTEE**

Council expressed great appreciation of the work done by Countess Labia in the initiation and implementation of the installation of the Chapel organ.

Countess Labia mentioned that Bishops were currently engaged in an exercise to determine "how good is your school?" and she would report back at the next Council Meeting.

SL

It was agreed to try to rectify the "funereal appearance" of official invitations to functions.

ADvZ

12. **EDUCATION COMMITTEE**

Mr Gardener reported that the Education Committee had been engaged mainly in discussing examination choices. There were a number of grievances on this issue which were to be taken up with the WCED.

JG

It was noted that the Outreach Programme for the first term had gone well and that a good number of projects were in hand for the remainder of the year.

13. **BURSARY COMMITTEE**

It was agreed that the Bursary Committee needed to have an in depth look at the whole issue of bursaries, scholarships, etc. The purpose of bursary assistance needed to be defined and financial requirements identified. All Council members were encouraged to provide inputs into the debate.

JM



PAGE 38
NOT USED

ACTION**14. ISC REPORT**

Mrs van Zyl reported that there were moves afoot to widen the membership of the ISC. She would inform Council of any impending radical reforms.

ADvZ

It was noted that Mr Henning, the ISC National Director, was to retire shortly.

15. STRATEGIC PLANNING

It was reported that the proposed Performance Management System was to be workshopped by the academic and administration staff on 22 May 1998. The initial proposals had been outlined to the Planning, Education and Finance Committees in April and would be presented to Council at the earliest opportunity once finalised.

Mr Peters indicated that all projects referred to the Planning Committee had now been dealt with, except for the Boarding Facility.

16. INCREASE IN SIZE OF SENIOR SCHOOL

After lengthy consideration it was agreed to accept the recommendation of the Planning and Finance Committees that the Grade 8 (Standard 6) intake should in future be four-stream to achieve consistency in each year. This must be accompanied by continual monitoring of the ethos and facilities in the school.

Countess Labia expressed concern regarding the traffic flow and reported that she had an outline plan for its possible solution. It was agreed that this would be examined in more depth.

SL/ADvZ

17. BUILDING PROJECTS - SENIOR AND PREPARATORY SCHOOLS

Following on the decision to increase the size of the Senior School it was agreed to accept the recommendation of the Planning and Finance Committees that the proposed conversions and alterations of the Senior School facilities be undertaken simultaneously with the New Preparatory Classrooms. This would require borrowing up to a level of R2.3 million to be funded in 2-3 years. The projects were to be kept under particularly close review by Council at the tendering stage and due regard would be had to the impact of the subsidy issue on the overall finances of the Association.

ADvZ/MC

It was agreed that particular care needed to be taken to present the projects to parents in terms of being a logical extension of a process already in course. Parents needed to be assured that every possible effort would be made to minimise disruption to daily life and learning during the implementation of the projects.

ADvZ

M

ACTION

18. **FIBRE OPTIC BACK-BONE**

It was agreed that there was a need to go ahead with the purchase and installation of a fibre optic backbone as soon as the requisite finance became available. The project would be considered at the next Council Meeting, at which time it was anticipated that the subsidy position would be known.

19. **NEXT MEETING**

The next meeting would be held on Tuesday 18 August 1998 at 17:00 and would be followed by the Council/Staff Dinner.

Confirmed:

Chairman

Date:

18 August 1998

HERSCHEL ASSOCIATIONRESOLUTION OF THE COUNCIL - 28 JULY 1998SENIOR SCHOOL BUILDING ALTERATIONS

It was resolved to request Messrs. Hope and Warren , Quantity Surveyors, to negotiate a price with Mr Brian Berry for the next phase of building work at the Senior School, namely the new Drama Studio and alterations to the Administration Building and Boarders Sitting Room. The objective would be to obtain a negotiated price which was 5% (five per cent) below the Quantity Surveyors' estimates which totalled R673,374 being an amount within the approved budget. Should this objective not be achieved the Quantity Surveyors were to be instructed to revert to the normal tendering process.

Signed

Mr D. Loch Davis, Chairman

Rev G. Counsell

Mr J. Gardener

Mrs A. Golding

Mr R. Hendry

Countess Labia

Mr G. Louw

Mr W. Marshall Smith

Mr J. Millar

Mr R. Peters

Mr M. Reeler

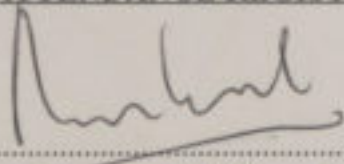
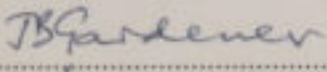
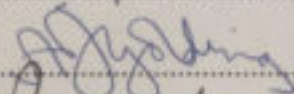
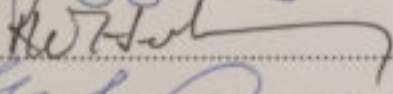
Mrs L. Reid

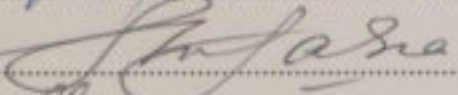
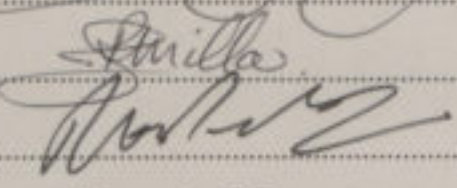
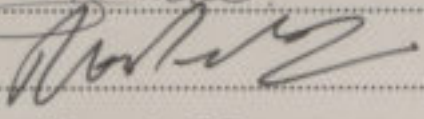
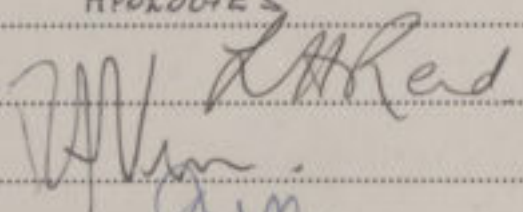
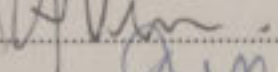
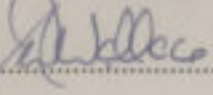
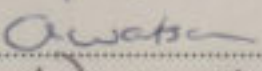
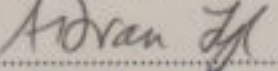
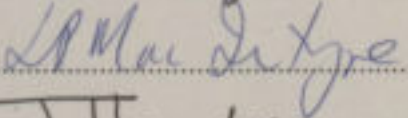
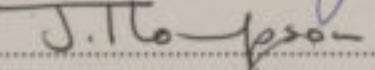
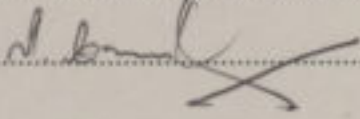
Mr R. Vernon

Mr D. Wallace

Prof. A. Watson

HERSCHEL ASSOCIATIONCOUNCIL MEETING 18 AUGUST 1998ATTENDANCE REGISTER


D. LOCH DAVIS.....

J. GARDENER.....

MRS A. GOLDING.....

R. HENDRY.....

REV. G. Q. COUNSELL.....

COUNTESS LABIA.....

J. MILLAR.....

R. PETERS.....
M. REELER..... APOLOGIES

MRS L. REID.....

R. VERNON.....

D. WALLACE.....

PROF. A. WATSON.....

MRS A.D. VAN ZYL.....

MRS L. MACINTYRE.....

MRS J. THOMPSON.....

M. CONNOLLY.....

HERSCHEL ASSOCIATION**MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY****ON TUESDAY 18 AUGUST 1998 AT 17:00**

Present: Mr D. Loch Davis (In the Chair)
 Rev. G.Q. Counsell
 Mr J. Gardener
 Mrs A. Golding
 Mr R. Hendry
 Countess Labia
 Mr J. Millar
 Mr R. Peters
 Mrs L. Reid
 Mr R. Vernon
 Mr D. Wallace
 Prof. A. Watson

In attendance: Mrs A.D. van Zyl
 Mrs L. MacIntyre
 Mrs J. Thompson
 Mr M. Connolly

Apologies: Mr M. Reeler

ACTION**1. OPENING**

The Chairman warmly welcomed all those present.

2. TRIBUTE TO THE LATE MR WILLIAM MARSHALL SMITH

The Chairman paid tribute to the late Mr William Marshall Smith, who had joined the Council in 1973, served as Chairman from 1981 to 1987 and had been the only Honorary Life Member ever appointed to the Council. Beloved by all, he would be sorely missed.

3. APOLOGIES

An apology had been received from Mr M. Reeler, who was overseas.

4. RESIGNATION OF COUNCILLOR

The Chairman reported that he had received a letter of resignation from Mr G. Louw owing to business commitments. Mr Louw's resignation was accepted and the Secretary was requested to record the Council's sincere appreciation of his past services.

ACTION

The Chairman invited the Council to propose nominations for a successor outside the meeting.

5. **CONFIRMATION OF MINUTES**

- (a) The minutes of the meeting held on 18 May 1998, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.
- (b) The Resolution dated 28 July 1998 relating to the Senior School Building Alterations was duly noted.

6. **REPORT OF HEAD OF PREPARATORY SCHOOL**

Mrs Thompson highlighted various items in her report. A discussion ensued regarding the methods being used in and the degree of success being achieved by the Outreach Programme. It was agreed that it would be helpful to arrange a presentation to the Council by M. van Staden, who was running the project, and also to provide the Council members with the opportunity of attending some of the training sessions. It was acknowledged that the Academic Staff were giving great support to the project.

JT/ADvZ

7. **REPORT OF HEADMISTRESS**

In expansion of her report, Mrs van Zyl drew attention to the following:

- She was very encouraged by recent interviews with prospective teachers that the quality of staff would be further enhanced shortly.
- there had been notable recent successes by students in the fields of music and sport.
- many parents had made favourable comments on the student exchange programme.
- attention was being given to ensuring that the school had appropriate disaster management processes in place. One major item to be addressed was the need for a suitable inter-com system.
- the timing of the proposed Heads/Governors Meeting scheduled for 10 September was being revised and full details would be notified to Councillors shortly.

MC

ADvZ

- 3 -

ACTION

There was concern that the main exit gate was not manned by security staff at the respective peak times of delivery and collection of students; the Headmistress and Bursar would look for possible solutions.

ADvZ/MC

It was noted that, although the enrolment target for Grade 8 in 1999 was 100, there would almost inevitably be a vacancy factor to be taken into account when preparing the 1999 budgets.

ADvZ/MC

It was reported that a stock certificate in respect of 220 shares in American International Group ("AIG") had been transferred into the name of the Association by the E Stempel Foundation. The current value of the shares, which were traded on the New York Stock Exchange, was approximately \$20,800 (R131,000) and represented the funding of the Brendalyn Tyers Stempel Bursary Fund referred to in the Head Mistress' Report. Full information regarding the nature of the stock was being obtained. It was presently intended to leave the stock (or proceeds thereof) in the USA until required for use. The funds would be specifically earmarked for the Brendalyn Tyers Stempel Bursary and not used for any other purpose. The Council expressed its great appreciation to Brendalyn and Ernest Stempel for their generous donation to the school.

It was noted that Caltex had indicated that they wished to name their recent bursary commitment "The William Marshall Smith Bursary" in honour of his name. This was accepted.

It was confirmed that, following careful consideration and consultation with the staff, the School Management had brought forward the date of the Grade 12 Valediction Ceremony. There was considerable feeling that there was a long-standing tradition at issue and that the change ought to have been discussed with Council before the final decision had been taken. It was agreed to consider re-instating the traditional Valediction date in 1999. The Chairman undertook to review the practices and observations which justified the name "traditions" and to attempt to define and categorise these for further debate by Council. In the meantime it was agreed that Council participation would be required should changes be contemplated. The Headmistress emphasised the commitment of herself and the staff to upholding the traditions of Herschel.

ADvZ**DLD**

M

ACTION

The Rev. G.Q. Counsell emphasised the great importance of the Concerned Parents meetings referred to in the Headmistress' report, illustrating his point by relating a particularly tragic case with which he had become acquainted recently. It that high priority should be given to such meetings and that it would be most appropriate to invite the Rev G.Q. Counsell to participate at a future meeting.

ADvZ

8. **BURSAR'S REPORT**

The Bursar summarised the principal issues contained in his report.

It was noted that net income was forecast at R197,000 for the year, which was R194,000 higher than budgeted, due principally to net savings in the area of salaries and wages.

It was noted that the Cash Flow Forecast included an assumption that no further subsidy would be received in the calendar year 1998. No indication of Government's decision had been received to date.

The Council duly ratified the increases in Academic Staff Salaries with effect from 1 July 1998, as approved by the Finance Committee and the Chairman.

It was noted that due attention was being paid to reducing the amount of debts outstanding for 90 days or more and that reporting and communication procedures were being geared to this end.

MC

It was noted that appropriate measures were being taken to ensure that the Association's computers and software would be Year 2000 compliant.

MC

It was agreed that the fixing of 1999 fees be delegated to the Finance Committee, with appropriate communication with Council members and subject to final approval by the Chairman.

MC

9. **BURSARY COMMITTEE**

It was reported that a meeting of the Bursary Committee was to be convened shortly.

MC

ACTION**10. ESTATE COMMITTEE**

The report of the Estate Committee was duly noted. The Chairman emphasised the importance of obtaining approval from the Council for each stage of the special building projects now under way in view of the budgetary constraints which could be exacerbated by the current economic crisis.

11. EDUCATION COMMITTEE

It was reported that the Education Committee had held two meetings recently but there were currently no issues which required Council discussion or ratification.

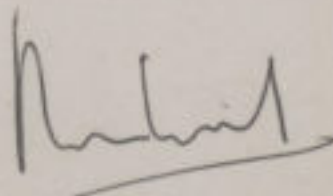
12. ITEMS HELD OVER

It was agreed to convene a special meeting of the Council shortly to discuss the following agenda items:

- Marketing and Communications/Proposed School Survey of Parents.
- Fibre Optic Back-bone.

13. NEXT MEETING

The next meeting would be a special meeting to discuss items held over and the Bursar would liaise with the Chairman and Council members to fix an appropriate date.

MC/DLD


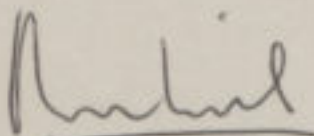
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Date: 16 September 1998

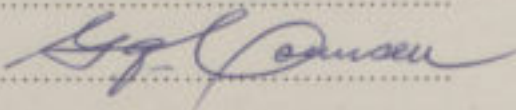
HERSCHEL ASSOCIATIONRESOLUTION OF THE COUNCIL - 11 SEPTEMBER 1998SENIOR SCHOOL BUILDING ALTERATIONS

It was resolved to accept the tender submitted by W Penfold cc in the sum of R579,606 in respect of the next phase of building work at the Senior School, namely the new Drama School and alterations to the Administration Building and Boarders Sitting Room. It was noted that this tender was well within the Quantity Surveyors' estimate and the approved budget of R673,374.

Signed:

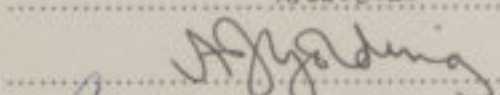


Mr D Loch Davis, Chairman

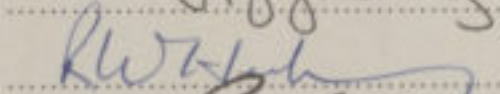


Rev G Q Counsell

APOLOGIES



Mr J Gardener



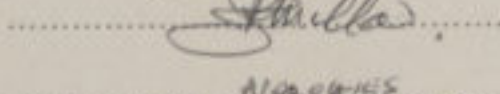
Mrs A Golding



Mr R Hendry

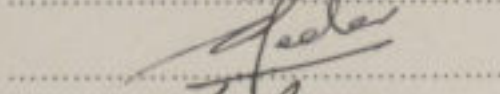


Countess Labia



Mr J Millar

APOLOGIES



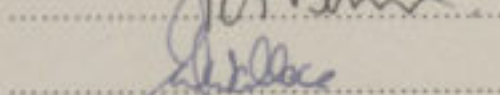
Mr R Peters



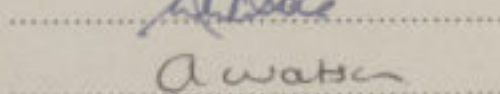
Mr M Reeler



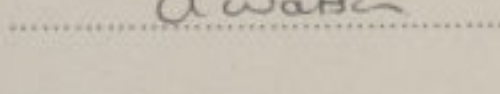
Mrs L Reid



Mr R Vernon



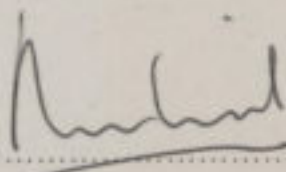
Mr D Wallace



Prof A Watson

HERSCHEL ASSOCIATIONCOUNCIL MEETING 16 SEPTEMBER 1998ATTENDANCE REGISTER

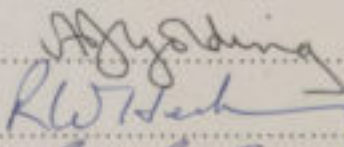
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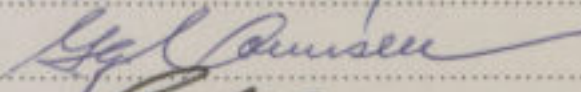
J GARDENER.....

Apologies

MRS A GOLDING.....



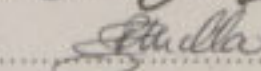
R HENDRY.....



REV G Q COUNSELL.....



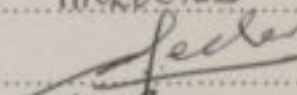
COUNTESS LABIA.....



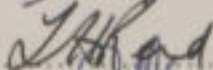
J MILLAR.....

Apologies

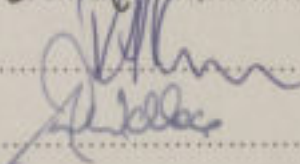
R PETERS.....



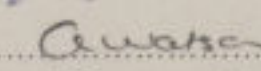
M REELER.....



MRS L REID.....

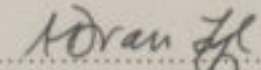


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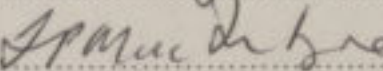


D WALLACE.....

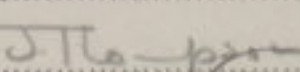
PROF A WATSON.....



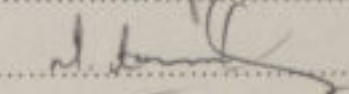
MRS A D VAN ZYL.....



MRS L MACINTYRE.....



MRS J THOMPSON.....



M CONNOLLY.....

HERSCHEL ASSOCIATION**MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY****ON WEDNESDAY 16 SEPTEMBER 1998 AT 17:30**

Present: Mr D. Loch Davis (In the Chair)
 Rev. G.Q. Counsell
 Mrs A. Golding
 Mr R. Hendry
 Countess Labia
 Mr J. Millar
 Mr R. Peters
 Mrs L. Reid
 Mr R. Vernon
 Mr D. Wallace
 Prof. A. Watson

In Attendance: Mrs A. D. van Zyl
 Mrs L. MacIntyre
 Mrs J. Thompson
 Mr M. Connolly

Apologies: Mr J. Gardener

ACTION**1. OPENING**

The Chairman extended a warm welcome to all those present.

2. CONFIRMATION OF MINUTES

- (a) The minutes of the meeting held on 18 August 1998, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.
- (b) The Resolution dated 11 September 1998 relating to the Senior School Building Alterations was duly noted.

3. PROPOSED INCREASE IN SIZE OF THE DRAMA STUDIO

The Bursar tabled a motivation for increasing the size of the Drama Studio, the authorised building of which had commenced recently. The proposal was agreed to be sound and it was reported that the proposed additional floor space of approximately 16 square metres would cost R45,486.

- 2 -

ACTION

It was noted that, in terms of the current building contract with W. Penfold, which included the refurbishment of the Administration Block as well as the construction of the Drama Studio, there were to be estimated savings of R93,768 against the original authorised budget.

Accordingly it was agreed that the proposed extension of the Drama Studio be duly authorised. The cost thereof would be offset against the savings referred to above ie. there would be no need to increase the overall authorised budgeted cost of the total project.

4. **REPORT FROM HEADMISTRESS**

Mrs van Zyl reported the full circumstances and process of events which had led to the recent expulsion of a Grade 9 student. It was noted that the full disciplinary procedures, which were in line with current labour laws and sensitivities, had been followed meticulously. The expulsion had only been implemented as a final resort and with great reluctance. It was agreed that should a similar occurrence take place in future that it was desirable for Council Members to be put in possession of the facts as soon as possible.

Mrs van Zyl also advised Council of the bad behaviour of a group of Grade 11 students at a private dance held at the BMW Pavilion at the Waterfront.

5. **PROPOSED SCHOOL SURVEY OF PARENTS**

The proposed School Survey of Parents, together with a paper tabled by Mr R. Vernon - "Rationale for a Survey of Herschel Parents" - were discussed at length. The following conclusions were reached:

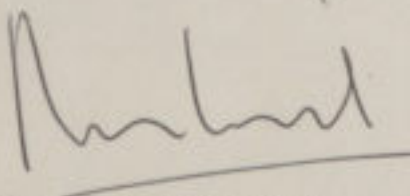
- (a) It was agreed that a structured survey with a specific purpose could be a useful tool in providing Council members with information when addressing specific issues.
- (b) A small group composed of the Chairman, Prof. A. Watson and the Marketing Committee would meet as soon as possible to discuss the detailed content of the proposed survey.
- (c) The survey would also be circulated to Council.

ACTION6. FIBRE OPTIC BACK-BONE

After brief discussion it was agreed to refer the matter of the Fibre Optic Back-bone to the Finance Committee for consideration at their next meeting, which was scheduled for later in the month.

7. NEXT MEETING

The next meeting would be held on MONDAY 16 November 1998.

A handwritten signature in dark ink, appearing to be 'M. L. ...', written over a horizontal line.

Confirmed:

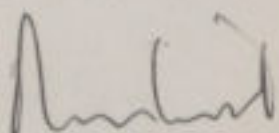
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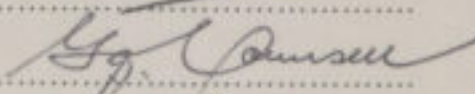
HERSCHEL ASSOCIATIONRESOLUTION OF THE COUNCIL - 21 OCTOBER 1998INDEMNITIES IN FAVOUR OF THE MUNICIPALITY OF CAPE TOWN

It was resolved that Michael Connolly, in his capacity as Secretary of the Association, be hereby authorised and empowered to sign all indemnities, for and on behalf of the Association, in favour of the Municipality of Cape Town relating to the holding of any functions where the Municipality require indemnity against claims by any person for damage and/or injury.

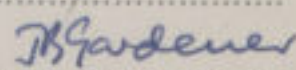
Signed:



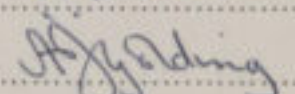
Mr D Loch Davis, Chairman



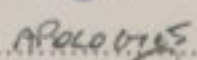
Rev G Q Counsell



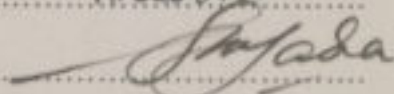
Mr J Gardener



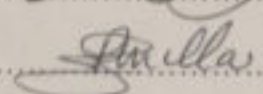
Mrs A Golding



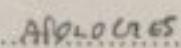
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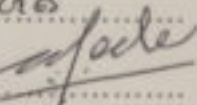
Countess Labia



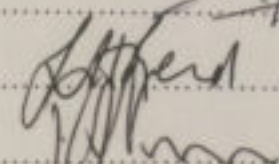
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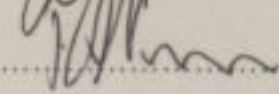
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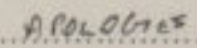
Mr M Reeler



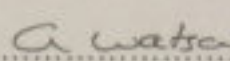
Mrs L Reid



Mr R Vernon



Mr D Wallace

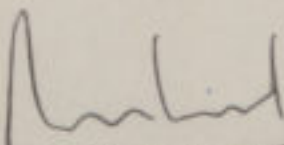


Prof A Watson

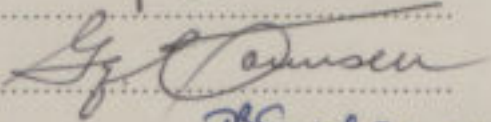
HERSCHEL ASSOCIATIONRESOLUTION OF THE COUNCIL - 2 NOVEMBER 1998JUNIOR PRIMARY SCHOOL BUILDING ALTERATIONS AND ADDITIONS

It was resolved to accept the tender submitted by Dekon Construction (Pty) Ltd in the sum of R2,277,722 in respect of the approved building work at the Junior Primary School, namely the building of a New Classroom Block, Alterations to the Existing Classroom Block and Conversion of the Grade 7 Classroom to a New Reception Area. It was noted that this tender was well within the Quantity Surveyors' estimate and the approved budget of R2,471,520.

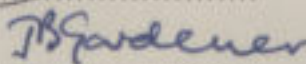
Signed:



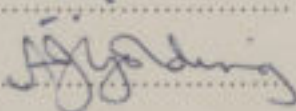
Mr D Loch Davis, Chairman



Rev G Q Counsell

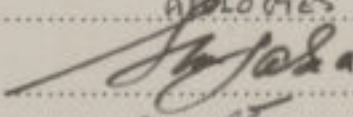


Mr J Gardener

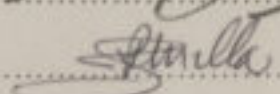


Mrs A Golding

APOLOGIES

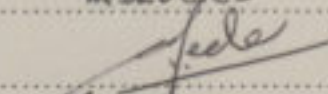


Mr R Hendry

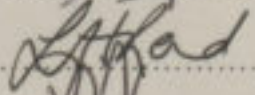


Countess Labia

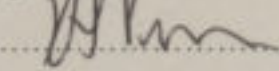
APOLOGIES



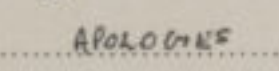
Mr J Millar



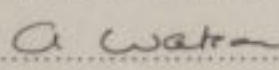
Mr R Peters



Mr M Reeler

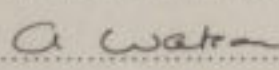


Mrs L Reid



Mr R Vernon

APOLOGIES



Mr D Wallace



Prof A Watson

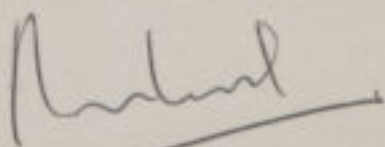
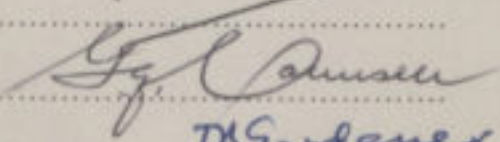
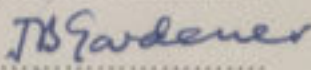
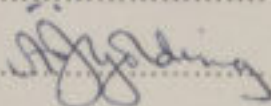
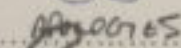
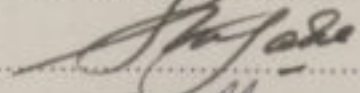
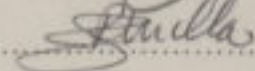
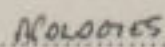
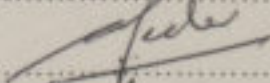
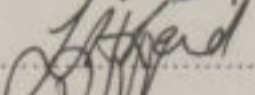
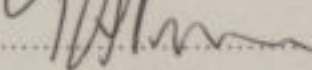
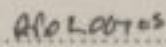
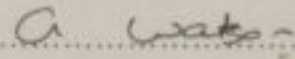
HERSCHEL ASSOCIATION

RESOLUTION OF THE COUNCIL - 2 NOVEMBER 1998

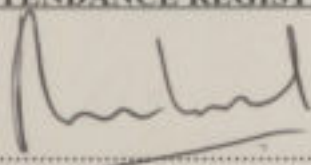
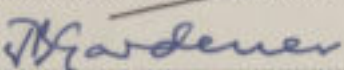
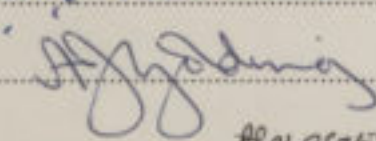
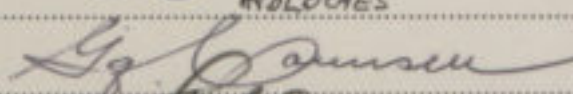
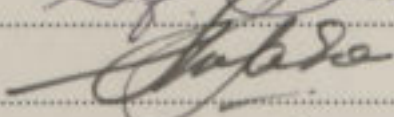
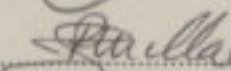
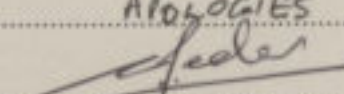
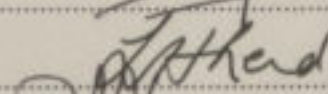
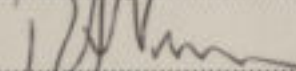
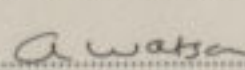
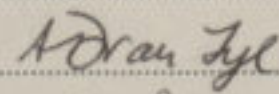
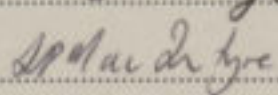
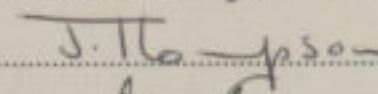
INSTALLATION OF THE FIBRE OPTIC BACKBONE

It was resolved to accept the recommendation of the Finance Committee on 2 October 1998 that all phases of the Special Projects Programme, including the Fibre Optic Backbone, be duly authorised for action. Accordingly the Management were authorised to obtain tenders for the installation of the Fibre Optic Backbone, the total cost of which was estimated at R700,000. It was agreed that the installation should be done in 2 phases – Senior School (cost R400,000) in December 1998/January 1999 and Junior School (cost R300,000) in June/July 1999.

Signed:

	Mr D Loch Davis, Chairman
	Rev G Q Counsell
	Mr J Gardener
	Mrs A Golding
	Mr R Hendry
	Countess Labia
	Mr J Millar
	Mr R Peters
	Mr M Reeler
	Mrs L Reid
	Mr R Vernon
	Mr D Wallace
	Prof A Watson

HERSCHEL ASSOCIATIONCOUNCIL MEETING 16 NOVEMBER 1998ATTENDANCE REGISTER

D. LOCH DAVIS	
J. GARDENER	
MRS A. GOLDING	
R. HENDRY	APPOLOGIES
REV. G. Q. COUNSELL	
COUNTESS LABIA	
J. MILLAR	
R. PETERS	APPOLOGIES
M. REELER	
MRS L. REID	
R. VERNON	
D. WALLACE	APPOLOGIES
PROF. A. WATSON	
MRS A.D. VAN ZYL	
MRS L. MACINTYRE	
MRS J. THOMPSON	
M. CONNOLLY	

HERSCHEL ASSOCIATION**MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY****ON MONDAY 16 NOVEMBER 1998 AT 17:00**

Present:	Mr D. Loch Davis	(In the Chair)
	Rev. G.Q. Counsell	
	Mr J. Gardener	
	Mrs A. Golding	
	Countess Labia	
	Mr J. Millar	
	Mrs L. Reid	
	Mr R. Vernon	
	Prof. A. Watson	
In attendance:	Mrs A.D. van Zyl	
	Mrs L. MacIntyre	
	Mrs J. Thompson	
	Mr M. Connolly	
Apologies:	Mr R. Hendry	
	Mr R. Peters	
	Mr D. Wallace	

ACTION**1. OPENING**

The Chairman welcomed all those present.

2. CONFIRMATION

- (a) The minutes of the meeting held on 16 September 1998, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.
- (b) The following were duly noted:
 - Resolution dated 21 October 1998 relating to an indemnity in favour of the Municipality of Cape Town.
 - Resolution dated 2 November 1998 relating to the contract for Alterations and Additions to the Junior Primary School Building.
 - Resolution dated 2 November 1998 relating to the Installation of the Fibre Optic Backbone.

ACTION**3. MATTERS ARISING****(a) Herschel Opinion Survey**

A paper on the Herschel Opinion Survey, including an analysis of results and a listing of all comments gathered, had been circulated to the Council and School Management by Mr R. Vernon.

It was noted with great appreciation that the response had been extremely high (72% in the Senior School and 62% in the Preparatory School). Initial interpretations of the results were that there was considerable affirmation of the running and performance of the school, though there were some areas of communication which needed attention.

It was agreed that there was an opportunity to use the Survey as a marketing and public relations tool and that it was desirable to publish an initial response to the parents as soon as possible. It was further agreed that the nature and content of the response should be delegated to the originating sub-committee comprising the Chairman, Prof. A. Watson and the Marketing Committee. The response would then be circulated to Council.

(b) Contractor for the Installation of the Fibre Optic Backbone

Further to the resolution dated 2 November 1998, a paper written by Mr J. Wensch and endorsed by the Headmistress and Bursar had been considered by the Finance Committee. It was duly agreed to accept the recommendation of the Finance Committee that the installation contract for the Fibre Optic Backbone be awarded to Dimension Data.

4. REPORT OF HEAD OF PREPARATORY SCHOOL

Mrs Thompson highlighted various items in her report. She mentioned further that the structure of the Preparatory School day was to be changed slightly in 1999, having the effect of increasing school times by 2½ hours per week.

The Chairman requested that Mrs Thompson should convey to the staff the Council's great appreciation of their achievements in what had been an excellent year.

JT

5. REPORT OF THE HEADMISTRESS

The following matters arising from the report of the Headmistress were noted and discussed:

- The 1999 enrolment figure for Grade 8 students was currently

W

ACTION

88, but it was hoped to increase this to at least 90.

- Arrangements would be made for M. van Staden to give a presentation to the Council on the Outreach Programme early in 1999.
- A letter of resignation had been received from Mrs Diedericks, a new art teacher had been recruited and it was anticipated that the vacant French teaching post would be filled shortly.
- The Chairman requested that the minutes record his personal thanks to Mr D. Wallace for standing in for him so ably on Speech Day.
- The Bursar reported that, together with the Headmistress, Mrs MacIntyre and Mrs Thompson, he had recently attended a workshop on the Employment Equity Act. It was agreed that a paper on actions taken and plans to date be duly tabled at the next Council Meeting.
- Rev. G.Q. Counsell suggested that it would be helpful for some commentary to be made in future reports about the value of having a full-time Chaplain. It was agreed to include this as a specific agenda item at the next meeting.
- It was agreed to accept the recommendation that the Performance Management System be duly implemented in 1999.

ADvZ

MC

ADvZ/MC

ADvZ

6. **BURSAR'S REPORT**

The Bursar summarised the main items included in his report.

It was noted that it was anticipated that a surplus of R152,000 would be achieved for the year, after transferring R142,000 to the Capital Development Reserve.

The Cash Flow figures reflected the second payment of subsidy - R390,000 - received in October 1998. It was uncertain as to whether any further subsidy would be received and no further amounts had been anticipated in the forecasts.

The revised draft budget for 1999 had been circulated. It was noted that this reflected net income for the year of R63,000, all of which would normally be transferred to the Capital Development Reserve. It was also noted that the Capital Expenditure Budget was in course of preparation by the Bursar in conjunction with the Headmistress and staff and that in the meantime a provisional figure of R750,000 had been included in projections in respect of "normal" capital expenditure.

ACTION

It was agreed that some tightening up to credit control procedures was appropriate in the present economic climate.

MC

The Bursar distributed a report by Mr J Wrensch on the current position relating to Year 2000 Compliance. It was aimed to complete all necessary modifications to systems etc by June 1999.

MC

It was noted with pleasure that a sound relationship had been established with the Public Servants Union ("PSA") who now represented the members of the Service Staff.

7. FINANCE COMMITTEE RECOMMENDATION

It was agreed to accept the recommendation of the Finance Committee that for 1998 and in future the Herschelian Magazine be distributed free to parents instead of charging R30 per copy. Appropriate steps would be taken to ensure that publicity was given to this change.

ADvZ**8. BURSARY COMMITTEE**

The Bursar reported that the Bursary Committee had met on Monday 2 November 1998 and he tabled a schedule which included a summary of bursaries awarded. It was agreed that a full report on the suggested principles and procedures to be followed by the Bursaries Committee in future be presented at the next Council Meeting.

MC**9. ESTATE COMMITTEE**

The Bursar had submitted a report on behalf of the Estate Committee on behalf of Mr R Hendry, who was currently overseas. The report was duly accepted.

The Bursar tabled a motivation for extending the present contract with William Penfold to include conversion of the attic into a flat at a price of R71,000. It was noted that the tender price was within the budget for this special project and it was agreed to duly extend the contract with William Penfold as motivated.

10. COMMUNICATIONS AND MARKETING COMMITTEE

The report of the Communications and Marketing Committee was duly noted.

11. EDUCATION COMMITTEE

It was reported that there had been no meeting of the Education Committee since the previous Council Meeting.

ACTION**12. PENSION FUND**

A paper containing notes and recommendations from the Trustees of the Pension Fund was duly noted.

The Bursar was requested to see that every possible effort was made to bring a speedy conclusion to the issue of a possible review of pensions being paid to pensioners who had retired from the former defined benefit Pension Scheme.

MC**13. ACKNOWLEDGEMENT TO COUNCIL**

The Chairman thanked all Council Members for their valuable time and inputs to Council Meetings and Sub-Committees held throughout 1998.

14. MEETINGS SCHEDULE

- (a) It was agreed that Council Meetings in 1999 would be held on MONDAYS instead of Tuesdays
- (b) It was agreed that TWO meetings would be held in February 1999 - on 15 and 22 February respectively.
- (c) Subject to agreement with Mr D. Wallace it was agreed that meetings of the Finance Committee would also be held on MONDAYS in 1999.
- (c) The Bursar and Headmistress would determine the date of the Council Dinner for 1999 in the course of drawing up the school calendar and it was agreed to be preferable to hold the function on a separate date from that of a Council Meeting.
- (e) The Bursar would circulate a revised schedule of dates as soon as these had been finalised.

ADvZ/MC**MC****15. NEXT MEETING**

The next meeting would be held on Monday 15 February 1999.

The meeting closed at 7.15 pm.

Confirmed:

Chairman

Date:

22 February 1999

HERSCHEL ASSOCIATIONSUMMARY OF DECISIONS MADE AT A MEETING HELD AT THE OFFICE OFMR D LOCH DAVIS ON TUESDAY 1 DECEMBER 1998 AT 16:00

Present:	Mr D Loch Davis	Chairman of Council
	Mr D Wallace	Chairman of the Council Finance Committee
	Mrs AD van Zyl	Headmistress
	Mr M Connolly	Bursar

1. ALLOCATION OF THE HEADMISTRESS' DISCRETIONARY AWARDS AND BONUSES.

Following motivation from the Headmistress and the Bursar It was agreed that the allocations of discretionary awards for Academic Staff and 13th cheques for Administrative Staff be authorised to exceed budget by a total of R39,000 – to be compensated by savings from other budget headings. The over-runs were to reflect the following:

	R000's
a) Items unbudgeted in error – re Headmistress and Bursar	27
b) Increase in awards to be made to the Deputy Headmistress and Headmistress of Preparatory School	7
c) 50% of special awards made to those staff who were involved in the development of the Performance Management System	3
d) Amount required to ensure that all Administrative Staff duly received a full 13 th cheque for December (ie amount under-budgeted)	2
TOTAL	<u>39</u>

It was agreed that the budget for 1999 should be re-visited in the light of the above and appropriate adjustments made thereto.

Note: It was agreed that the present practice of making discretionary awards to Academic Staff was not satisfactory and that an investigation should be made early in 1999 with a view to incorporating appropriate amounts into normal salaries and discontinuing the practice.

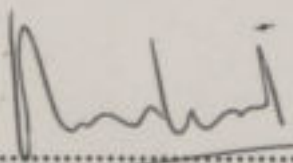
2. SERVICE STAFF BONUSES

It was noted that there were savings of R8000 against budget in respect of the proposed bonuses to Service Staff – which were currently awarded at the discretion of the Headmistress, albeit that in practice, unless there were exceptional circumstances, an amount equivalent to a "13th cheque" was normally awarded. The subject was noted to have potential future negotiation possibilities.

3. SALARY REVIEWS FOR MANAGEMENT AND ADMINISTRATIVE STAFF

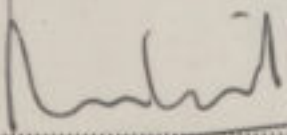
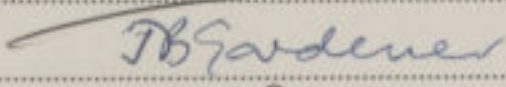
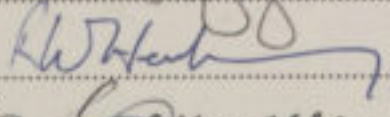
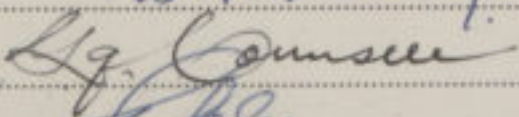
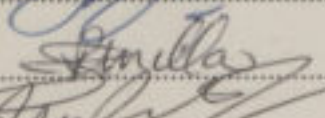
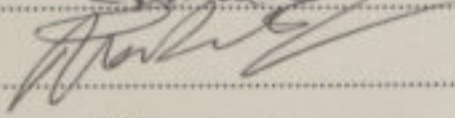
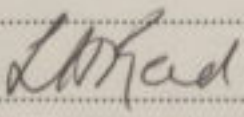
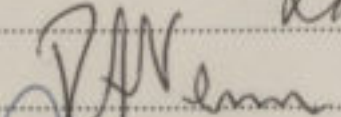
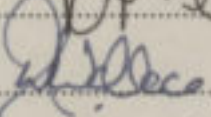
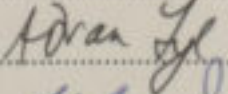
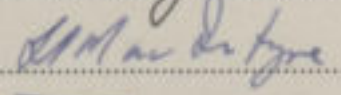
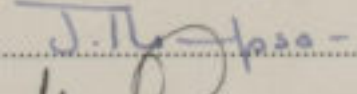
That all Management and Administrative staff salaries would be increased by 9% - in line with budget and also in with the award made to Academic Staff in July 1998.

It was agreed that the Headmistress and Bursar should make investigations into the possibility of making reviews of salaries on a single date in future and make recommendations to the Finance Committee and Council.

APPROVED:.....

DATE:.....22 February 1999

HERSCHEL ASSOCIATIONCOUNCIL MEETING 22 FEBRUARY 1999ATTENDANCE REGISTER

D. LOCH DAVIS.....	
J. GARDENER.....	
MRS A. GOLDING	
R. HENDRY.....	
REV. G. Q. COUNSELL.....	
COUNTESS LABIA	
J. MILLAR	
R. PETERS	
M. REELER	Apology
MRS L. REID	
R. VERNON	
D. WALLACE	
PROF. A. WATSON	Apology
MRS A.D. VAN ZYL	
MRS L. MACINTYRE	
MRS J. THOMPSON	
M. CONNOLLY	

HERSCHEL ASSOCIATION**MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY****ON MONDAY 22 FEBRUARY 1999 AT 17:00**

Present: Mr D. Loch Davis (In the Chair)
 Rev. G.Q. Counsell
 Mr J. Gardener
 Mrs A. Golding
 Mr R. Hendry
 Countess Labia
 Mr J. Millar
 Mr R. Peters
 Mrs L. Reid
 Mr R. Vernon
 Mr D. Wallace

In attendance: Mrs A.D. van Zyl
 Mrs L. MacIntyre
 Mrs J. Thompson
 Mr M. Connolly

Apologies: Mr M. Reeler
 Prof. A. Watson

ACTION**1. OPENING**

The Chairman welcomed all those present.

2. CONFIRMATION OF MINUTES

The minutes of the meeting held on 16 November 1998, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.

3. RATIFICATION OF DECISIONS TAKEN

The Chairman summarised decisions taken at a meeting held at his office on 1 December 1998 with Mr D. Wallace, Mrs A.D. van Zyl and Mr M. Connolly, which were duly ratified as follows:

- (a) Allocations of discretionary awards for Academic Staff and 13th cheques for Administrative Staff were authorised to exceed budget by a total of R39,000 - to be compensated by savings from other budget headings.

The budget for 1999 was to be re-visited and appropriate adjustments made to ensure that all normal awards and 13th cheques were duly budgeted.

ACTION

It was agreed that an investigation be made early in 1999 with a view to incorporating appropriate amounts into normal salaries of Academic Staff and discontinuing the practice of making discretionary awards.

- (b) It was noted that Service Staff bonuses - currently awarded at the discretion of the Headmistress - showed savings of R8000 against budget.
- (c) It was agreed that all Management and Administrative Staff salaries would be increased by 9% with effect from 1 January 1999 - in line with the award made to Academic Staff in July 1998.

4. MATTERS ARISING**(a) Herschel Opinion Survey**

It was noted that the response to parents in respect of the Herschel Opinion Survey appeared to have been well received. Priority would now be given to organising discussion evenings in respect of:

- the role of information technology in education
- exit examinations (after further consideration by Council - see item 6 below).

ADvZ

ADvZ

(b) Full-time Chaplain

Mrs van Zyl tabled a summary of the current work undertaken by the full-time Chaplain, Mrs J. Tyers. It was agreed that this should be discussed at a future meeting in order to give Council members an opportunity of studying the document.

ADvZ

(c) Deferrals

It was agreed that the following items be deferred for discussion at future meetings:

- A holistic approach to Outreach, affirmative action and related matters.
- Bursaries, Scholarships and Allowances.

ADvZ/RV
ADvZ/MC**5. REPORT OF HEAD OF PREPARATORY SCHOOL**

Mrs Thompson highlighted various items in her report. The new building work was progressing well, with excellent communications having been established between the contractor (Dekon Construction) and the school. Mrs Thompson thanked the Council for facilitating

ACTION

her forthcoming attendance at a conference in San Francisco and undertook to report back on her experience at a future Council Meeting.

6. **REPORT OF THE HEADMISTRESS**

The following matters arising from the report of the Headmistress were noted and discussed:

- The Council complimented the Headmistress and staff on the outstanding matriculation results for 1998.
- It was agreed that there was a need for the Council to be made fully aware of all of the issues regarding alternative exit examination scenarios and the full implications thereof. The Education Committee and Management team would meet with a view to preparing a major presentation to Council on this subject at the Council Meeting scheduled for Monday 17 May.
- It was agreed that there was a need to formulate a plan to address the problem of retaining staff, particularly in the light of the probable arrival of a high profile profit-making educational college in Cape Town. The plan should address such issues as the communication to staff of their effective total remuneration packages, the environment in which they worked and possible existing "out of line" remuneration situations.
- Mrs van Zyl outlined actions currently being taken to encourage recruitment of more black learners in the year 2000. It was agreed that there needed to be a multi-faceted strategy addressing such recruitment, outreach activities generally and bursaries. The Council and Management team would be debating these important issues during 1999.
- It was agreed that a financial strategy should be formulated to deal with the impact of the shrinking numbers in the boarding house and its bearing on the deployment of facilities for the year 2000.

JG/MR/ADvZ

ADvZ/MC

MC/ADvZ

7. **REPORT OF FINANCE COMMITTEE**

Mr Wallace explained that, due to technical problems, the full financial report package was not available for the present Council Meeting. The Finance Committee originally scheduled for 1 February would now be held on 1 March and a full report made to Council at the Council Meeting to be convened later in the month.



ACTION**8. REPORT OF PLANNING COMMITTEE**

Mr Peters reported that a Planning Committee Meeting had been held on 15 February. The principal item requiring attention was the need to upgrade the Science and Biology Laboratory, the cost of which had been estimated at R250,000. It was agreed that the motivation and supporting papers be duly circulated to Council Members and that any questions, reservations etc be duly communicated as quickly as possible to Mr Peters. Subject to this procedure and subsequent Finance Committee approval, Council agreed that the proposed upgrading of the Science and Biology Laboratory should go ahead.

9. REPORT OF ESTATE COMMITTEE

Mr Hendry summarised the principal items contained in his report. It was noted that the Bursar had been instructed to arrange for appropriate repairs and redecorations of 19 Kenmar Crescent to be carried out as soon as possible in order to make the property fit for a further letting-out. Mr Wallace suggested that there was a need to re-consider the strategy regarding the holding of the Kenmar Crescent properties. The financial implications would be debated at the next Finance Committee.

DW/MC**10. REPORT OF COMMUNICATIONS AND MARKETING COMMITTEE**

The report of the Communications and Marketing Committee was noted.

11. REPORT OF EDUCATION COMMITTEE

Mr Gardener reported that the Education Committee had met on 29 January 1999 and were engaged in addressing the issues discussed earlier in the Council Meeting (see under item 6 above).

12. PENSION FUND

A position paper dated 19 February 1999 from the Trustees of the Pension Fund had been circulated to all Council members. The following decisions were agreed upon:

- Arrangements were to be made to enhance the pensions of those pensioners currently receiving annuities purchased through Sanlam, by way of an across the board increase of 20%. The anticipated cost of the increase was approximately R334,000.
- The cost of the enhancement of Sanlam pensions - R334,000 - was to be paid by the Herschel Association. However, this would be recouped from the Herschel Group

ACTION

Pension Fund by implementing an employer contribution "holiday." In the books of the Herschel Group Pension Fund, the cost of the employer contribution "holiday" would in turn be charged to the Employer Reserve Account (which stood at R853,000 at 31 December 1997) in compliance with the rules of the Pension Fund regarding the use of that account.

- The recommendation by the Trustees of the Pension Fund that a Disability Benefit escalation of 10% p.a. be insured through the Permanent Health Insurance at a premium of 1.77% (being 0.45% higher than the cost excluding an escalator) was duly approved.

13. **PROPOSED CADETSHIP**

Mrs van Zyl reported that it was proposed to recruit Siphokazi Mthathi to be affiliated primarily to the English Department, where she will be observing and participating in teaching. She would also assist with Xhosa and with the Outreach Programme and would in due course be made a grade tutor.

14. **HUMAN RESOURCES**

Mr Wallace suggested that, in view of the current high number of issues affecting human resources (eg the Employment Equity Act, staff remuneration, etc), it might be felt appropriate to form a new sub-committee of Council to deal with these specific issues. It was agreed that members would give this some consideration before the next meeting.

15. **DATE OF NEXT MEETING**

It was agreed that an additional Council Meeting would be convened later in March, at a date to be arranged (subsequently fixed for Tuesday 30 March).

The meeting closed at 7.30 pm.

Confirmed:

Chairman

Date:

30.03.99

HERSCHEL ASSOCIATION**MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY****ON TUESDAY 30 MARCH 1999**

Present: Mr D. Loch Davis (In the Chair)
 Rev G.Q. Counsell
 Mrs A. Golding
 Mr R. Hendry
 Mr R. Peters
 Mr M. Reeler
 Mrs L. Reid
 Mr R. Vernon
 Mr D. Wallace
 Prof. A. Watson

In Attendance: Mrs A. D. van Zyl
 Mrs L. MacIntyre
 Mrs J. Thompson
 Mr M. Connolly

Apologies: Countess Labia
 Mr J. Millar

ACTION**1. OPENING**

The Chairman welcomed all those present.

2. RESIGNATION

The Chairman reported with great regret that on 29 March 1999 he had received a letter of resignation from Mr J. Gardener. The Chairman had not yet had an opportunity of discussing the letter with Mr Gardener, but would be doing his best to persuade him to re-consider his position.

DLD

The Chairman reminded the attendees he had invited them to put forward names for consideration as possible new members of Council.

ALL**3. CONFIRMATION OF MINUTES**

The minutes of the meeting held on 22 February 1999, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.

W

4. LAPTOPS AT HERSCHEL

Mr J. Wensch gave a presentation to Council on the topic of the use of laptops in education. He made particular reference to his visit in 1998 to a number of schools in Australia and to the initial experience of Bishops, who had recently embarked upon the introduction of laptops. Mr Wensch then outlined his proposal to run a pilot scheme with 5 teachers during 1999.

The Council discussed the topic at length. Whilst in general it was agreed that there appeared to be compelling educational reasons for the introduction of laptops at Herschel, there were major issues and concerns which needed to be addressed including:

- convincing staff that laptops was the route to go and ensuring that they were willing and able to participate in and handle the transition process. How was the proposed pilot scheme to be run?
- there would almost certainly be a need for an additional IT staff member should laptops be introduced.
- the problems of equity eg. who would be the first learners to have laptops and the issues regarding potential "haves" and "have-nots". In particular, with increasing numbers of prospective teachers and learners coming from the disadvantaged community, the prospect of having to provide laptops might cause such persons to stand back when considering Herschel as an option.
- checking out the various financial options available for funding the costs of laptops and concerns regarding the affordability to parents.
- checking out any alternatives, such as desk-tops or or possibly palm-tops.
- concern regarding the effects on eye-sight if children use laptops (Mr Vernon mentioned that he had not heard of any such problems having been encountered in the industry).
- concerns regarding the security of laptops on and off the school premises and safety of learners in possession thereof.

It was noted that it was proposed to make a presentation to parents during the second term on the current position



ACTION

regarding Information Technology at Herschel. It was the intention that the Chairman of Council would chair that meeting and that as many Council members as possible would also attend. A steering committee comprising Messrs Vernon and Reeler, the Headmistress and Mr J. Wensch would draw up an agenda accompanied by a synopsis of the proposed presentation. This would be submitted to the Chairman for review, whereafter appropriate arrangements would be made to ensure that Council members had the opportunity of considering the proposed presentation prior to the meeting.

RV/MR/ADvZ**5. BURSAR'S REPORT**

The Bursar highlighted various items in his report. The recommendations made by the Finance Committee were duly considered and approved as follows:

- (a) The draft 1998 Annual Financial Statements were approved subject to audit.
- (b) The final 1999 Operating Budget was approved.
- (c) The 1998 Capital Expenditure totalling R2,256,534 (being R670,625 "normal" expenditure and R1,565,909 on special projects) was approved.
- (d) The 1999 Capital Expenditure Budget totalling R4,883,215 (being R874,994 "normal" expenditure and R4,008,221 on special projects) was approved, subject to resolution of the proposals concerning laptops (see item 4 above).
- (e) It was agreed that a discount of 5% be offered to those who wished to pay a full year's fees in advance at the beginning of the first term of the year 2000. Due publicity of this arrangement would be included in the announcement of fee increases made at the end of the third term.

MC**6. FULL-TIME CHAPLAIN**

It was agreed that the appointment of a full-time Chaplain had reaffirmed the School's relationship with the Church and the emphasis on spiritual aspects of the education offered by Herschel. It was proving to be of advantage to both the School and the Church. For example, excellent communications and liaison with the School Counsellor had been well established and were of particular value.

lu

- 4 -

ACTION**7. POLICY IN RESPECT OF DIVERSITY AND RELATED MATTERS**

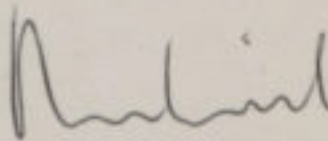
Mr Vernon's paper on diversity issues, which accompanied the agenda, was discussed. It was agreed that an ad hoc committee be appointed under the chairmanship of Mr Vernon and comprising Rev. Counsell, Mrs Golding, Prof. Watson, the Headmistress, the Deputy Headmistress and the Head of the Preparatory School, in order to draft a concrete policy with regard to diversity and related issues. Appropriate meetings of the committee would be held with a view to presenting a draft policy for review by the Chairman by the end of the second term. The intention would then be to devote a special meeting of Council to debate and to determine a policy.

RV**8. DATE OF NEXT MEETING**

The next meeting would be held on Monday 17 May 1999.

The meeting closed at 19:20.

Confirmed:


Chairman

Date:

17-05-99

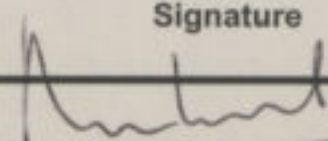
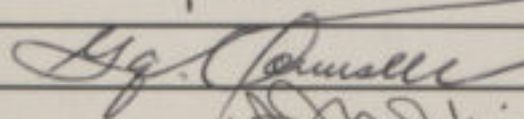
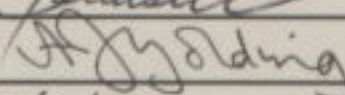
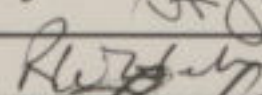
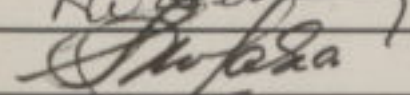
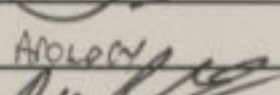
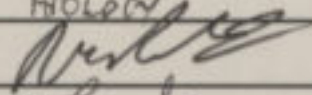
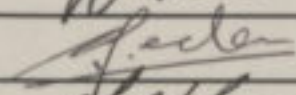
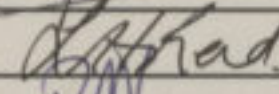
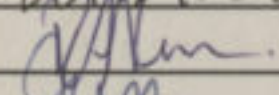
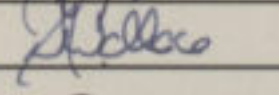
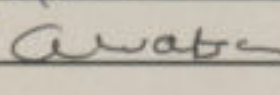
HERSCHEL ASSOCIATION

ANNUAL GENERAL MEETING 17 MAY 1999

ATTENDANCE REGISTER AND

AGREEMENT TO SHORT NOTICE

In terms of Clause 5.1 of the Association's Articles of Association, we the undersigned members, being a majority in number and together representing more than ninety-five percent of the total voting rights of all members having the right to attend and vote at general meetings of the Association, do hereby agree to the Annual General Meeting to be held on 17 May 1999 being called by shorter notice than that specified in the said Clause 5.1 of the Articles of Association.

Member	No. of Shares	Signature
The Herschel Trust	4958	
D. Loch Davis	1	
Rev. Canon G.Q. Counsell	1	
Mrs A. Golding	1	
R. Hendry	1	
Countess Labia	1	
J. Miller	1	
R. Peters	1	
M. Reeler	1	
L. Reid	1	
R. Vernon	1	
D. Wallace	1	
Prof A. Wallace	1	
	4970	

Cape Town
17 May 1999

HERSCHEL ASSOCIATION

MINUTES OF ANNUAL GENERAL MEETING HELD IN THE HERSCHEL

LIBRARY ON MONDAY 17 MAY 1999 AT 17:00

PRESENT: Mr D. Loch Davis (In the Chair and representing The Herschel Trust)
 Rev Canon G.Q. Counsell
 Mrs A. Golding
 Mr R. Hendry
 Countess Labia
 Mr R. Peters
 Mr M. Reeler
 Mrs L. Reid
 Mr R. Vernon
 Mr D. Wallace
 Prof A. Watson

IN ATTENDANCE: Mrs A.D. van Zyl
 Mrs L. MacIntyre
 Mrs J. Thompson
 Mr M. Connolly (Secretary)

APOLOGIES: Mr J. Millar

NOTICE

It was agreed that the notice of meeting, which had been circulated, be taken as read. The Chairman confirmed that all present, being the requisite majorities, had signed an agreement to short notice, that there was a quorum present and accordingly the meeting was duly constituted in terms of the Articles of Association.

MINUTES OF PREVIOUS MEETING

The minutes of the previous Annual General Meeting held on 18 May 1998 having been circulated, were taken as read and duly approved and signed as a correct record of the proceedings.

1998 ANNUAL FINANCIAL STATEMENTS

The 1998 Annual Financial Statements together with the auditors' report thereon having been circulated, were taken as read and unanimously approved.

It was agreed that the Chairman and Mr D. Wallace would sign the Council's Report on behalf of the Council.

- 2 -

ELECTION OF COUNCILLORS

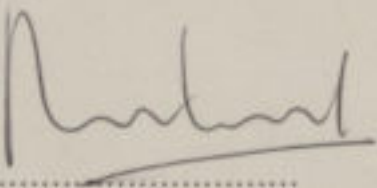
Having been proposed by Mr D. Loch Davis and duly seconded by Mr R. Hendry it was unanimously resolved that councillors be elected by means of a single resolution. Accordingly, having been duly proposed and seconded as previously, the following councillors who retired in terms of the Association's Articles of Association and being eligible for re-election, were re-elected councillors:-

Mr R.H.C. Peters
Mrs L. Reid
Mr D. Wallace

RE-APPOINTMENT OF AUDITORS

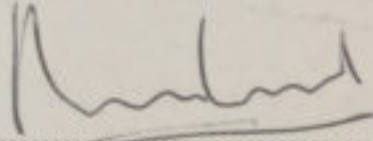
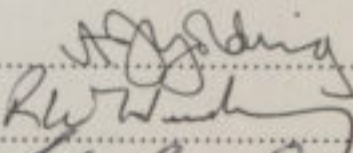
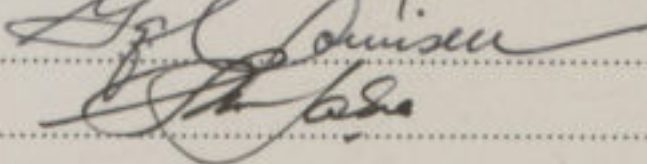
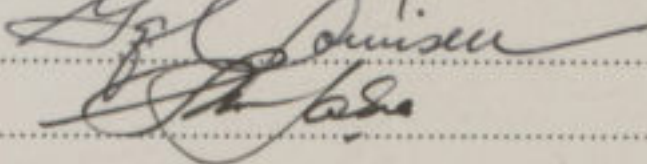
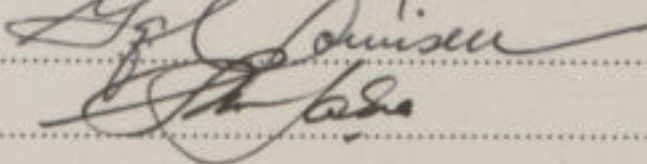
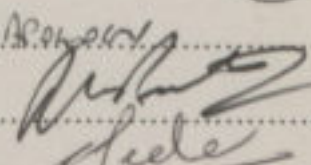
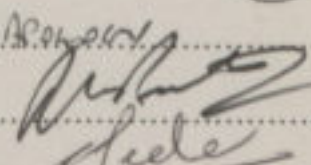
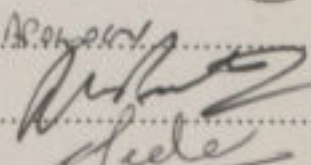
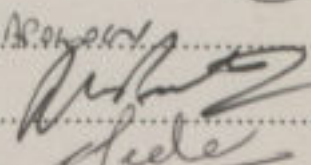
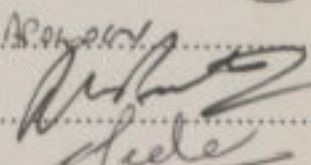
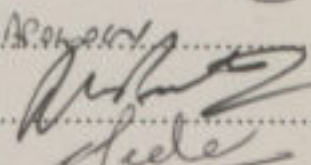
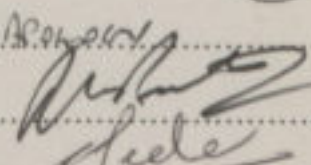
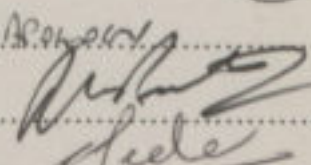
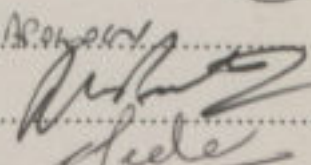
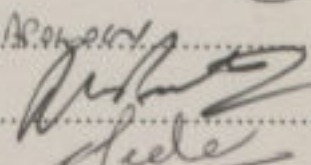
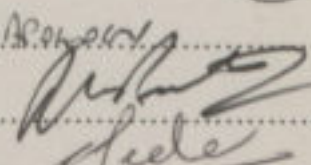
It was unanimously resolved that Ernst and Young be re-appointed auditors to the Association and that the fixing of their remuneration be left in the hands of the Finance Committee. A vote of thanks to the auditors for their services was recorded.

There being no further business, the meeting terminated with a vote of thanks to the Chair.

CONFIRMED: 

DATE: 22-05-2000

HERSCHEL ASSOCIATION
COUNCIL MEETING 17 MAY 1999
ATTENDANCE REGISTER

D. LOCH DAVIS	
MRS A. GOLDING	
R. HENDRY	
REV. G.Q. COUNSELL	
COUNTESS LABIA	
J. MILLAR	
R. PETERS	
M. REELER	
MRS L. REID	
R. VERNON	
D. WALLACE	
PROF. A. WATSON	
MRS A. D. VAN ZYL	
MRS L. MACINTYRE	
MRS J. THOMPSON	
M. CONNOLLY	

HERSCHEL ASSOCIATION**MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY****ON MONDAY 17 MAY 1999 AT 17:00**

Present: Mr D. Loch Davis (In the Chair)
 Rev. G.Q. Counsell
 Ms A. Golding
 Mr R. Hendry
 Countess Labia
 Mr R. Peters
 Mr M. Reeler
 Mrs L. Reid
 Mr R. Vernon
 Mr D. Wallace
 Prof A. Watson

In attendance: Mrs A.D. van Zyl
 Mrs L. MacIntyre
 Mrs J. Thompson
 Mr M. Connolly

Apologies: Mr J. Millar

ACTION**1. OPENING**

The Chairman welcomed all those present.

2. PRESENTATION: OUTREACH AT HERSCHEL

Mrs M. van Staden presented a progress report on the Outreach Programme, which had already included skills training, workshops, twinning programmes, participation in Christmas charity projects and some in-service training for Herschel's domestic staff. There was a need to involve more teachers and pupils in the activities and to concentrate on the most successful programmes. It was suggested that it might be possible to link with some of the Church's activities in this area.

Mrs van Staden was warmly thanked for her presentation and congratulated by Council for the great progress she had made in a very short time.

3. OFFICE BEARERS AND COMMITTEES

- (a) Mr R. Hendry proposed that Mr D. Loch Davis be re-elected as Chairman for the ensuing year. Mrs L. Reid seconded the proposal, which was carried unanimously.

ACTION

- (b) Mr R. Peters proposed that Mr D. Wallace be elected as Deputy Chairman. Prof A. Watson seconded the proposal, which was carried unanimously. The Chairman expressed great pleasure in welcoming Mr Wallace's acceptance of office.
- (c) The existing members of the Executive Committee, were unanimously re-elected en bloc with a vote of thanks. The Chairman proposed that Prof. A. Watson be elected to join the Executive Committee. Mr R. Peters seconded the proposal, which was carried unanimously.
- (d) It was agreed that the membership of Council Committees for the ensuing year would be as follows:-

Executive Committee

Mr D. Loch Davis (Chairman: ex officio)
Mr R. Hendry
Mrs L. Reid (Alternate – Countess Labia)
Mr D. Wallace (Alternate – Mr J. Millar)
Prof. A. Watson

Finance Committee

Mr D. Wallace (Chairman)
Mr J. Millar
Mr R. Peters
Mrs L. Reid
Prof A. Watson

Planning Committee

Mr R. Peters (Chairman)
Mr R. Hendry
Countess Labia (Alternate – Mrs L. Reid)
Mr J. Millar
Mr R. Vernon

Estate Committee

Mr R. Hendry (Chairman)

Bursary Committee

Mr J. Millar (Chairman)
Rev. Canon G. Counsell
Mr M. Reeler



Communications and Marketing Committee

Countess Labia
 Mrs A. Golding
 Mrs L. Reid
 Mr R. Vernon

Education Committee

Mr M. Reeler
 Prof. A. Watson

It was agreed that the Executive Committee would take on the responsibility for putting together a succession plan, including suggestions for additional Council members, and duly report back to Council.

DLD

4. CONFIRMATION OF MINUTES

The minutes of the meeting held on 30 March 1999, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.

5. MATTERS ARISING(a) Resignation of Mr J. Gardener

The Chairman reported with regret that Mr J. Gardener could not be persuaded to reconsider his resignation which was tendered at the previous meeting. The Secretary was requested to record the Council's warm appreciation of Mr Gardener's great contribution to the Council and the School during his term of office.

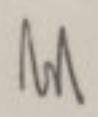
(b) IT Evening – Thursday 20 May 1999

The proposed agenda and content framework for the Information Technology evening was duly approved and the Chairman thanked the steering committee for the work done thereon. The Chairman urged all Council members to try to attend the meeting.

(c) Diversity and related matters

Mr R. Vernon reported that the ad hoc committee dealing with diversity and related matters had produced a draft policy document which had been sent to the Chairman for his comments. It was agreed that, once approved by the Chairman, the document would then be circulated to all Council members and that a special meeting would then be convened to finalise it.

DLD/RV
 MC



ACTION**6. REPORT OF HEAD OF PREPARATORY SCHOOL**

The report circulated by Mrs Thompson was taken as read and duly approved.

7. REPORT OF THE HEADMISTRESS

The report circulated by Mrs van Zyl was taken as read and duly approved.

It was noted that there would be no formal examinations in June for grade 12 pupils this year as the pupils were being subjected to continuous evaluation and testing, in line with current education philosophy and with full support of staff and parents. The effects of this change would be carefully monitored, evaluated and reported upon.

ADvZ**8. PRESENTATION ON EXIT EXAMINATION SELECTION**

Mrs van Zyl and Mrs MacIntyre gave a presentation of the current issues concerning exit examination selection. It was agreed that for the moment it would not be appropriate to make a change from taking the Cape Senior Certificate, but the position would be continuously monitored by the Education Committee. Copies of the presentation material would be circulated to Council members.

ADvZ**9. BURSAR'S REPORT**

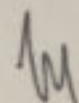
The report circulated by Mr Connolly was taken as read and, together with the addendum issued at the meeting, was duly approved.

It was agreed that the matter of the annual academic staff salaries review be referred to the Finance Committee and the Chairman for subsequent ratification by Council.

MC**10. ESTATE COMMITTEE REPORT**

The report circulated by Mr Hendry was taken as read and duly approved.

The Bursar was requested to check that the cost of the proposed electrical layout survey referred to in the report would be catered for adequately in the budget. Should this not be the case the matter should be referred to the Finance Committee.

MC

ACTION**11. COMMUNICATIONS AND MARKETING REPORT**

The report circulated by Countess Labia was taken as read and duly approved.

The Bursar was requested to determine a suitable date for a "walk-about" as soon as possible.

MC**12. EDUCATION COMMITTEE REPORT**

Mr Reeler reported that the principal subject under continuous review by the Education Committee was that of the alternative exit examinations.

13. PENSION FUND

The note issued by Mr M. Connolly on 13 May 1999 was duly considered.

It was resolved that consent be given to the adoption by the Trustees of the Herschel Group Pension Fund of Amendment No.3 to the Rules of the Fund.

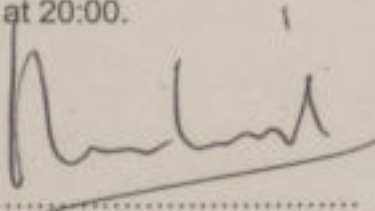
It was noted that this amendment related to the following:

- (a) The Trustees were allowed greater flexibility by extending the application of the Employer Reserve Account (previously permitted to be applied ONLY to funding Employer's Contributions to the Fund eg. by taking a contribution "holiday").
- (b) Recognition was given to certain changes in pension legislation by providing for:
 - the complaints procedure available to members through the office of the Pension Funds Adjudicator and
 - the disposal of unclaimed benefits.

14. DATE OF NEXT MEETING

The next meeting would be held on Monday 16 August 1999.

The meeting closed at 20:00.

Confirmed: 

Date: 16-08-99

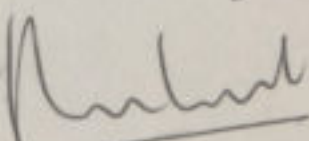
HERSCHEL ASSOCIATION

RESOLUTION OF THE COUNCIL - 22 JUNE 1999

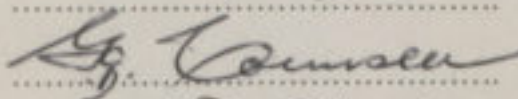
SALE OF STOCK UNITS - AMERICAN INTERNATIONAL GROUP INC

It was resolved that either of the Chairman, Mr D Loch Davis, or the Deputy Chairman, Mr D Wallace, is hereby authorised to sell, assign and endorse for transfer, certificates representing stocks, bonds, or other securities now registered in the name of Herschel Association.

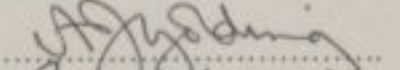
Signed:



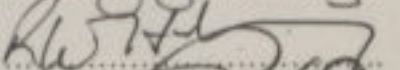
Mr D Loch Davis, Chairman



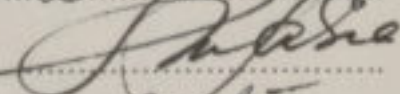
Rev G Q Counsell



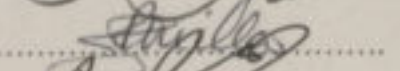
Mrs A Golding



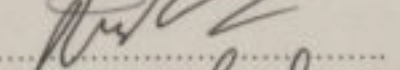
Mr R Hendry



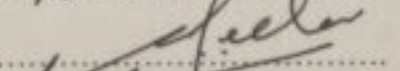
Countess Labia



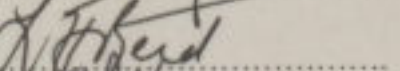
Mr J Millar



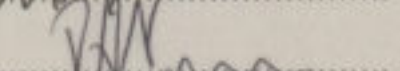
Mr R Peters



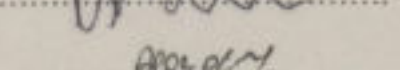
Mr M Reeler



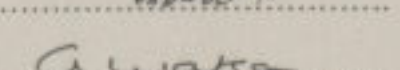
Mrs L Reid



Mr R Vernon



Mr D Wallace

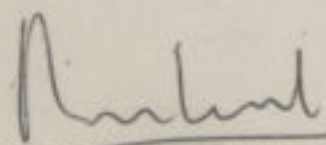
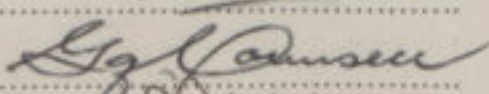
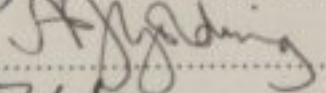
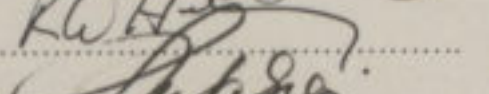
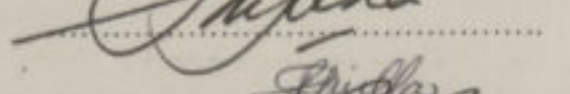
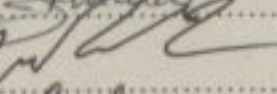
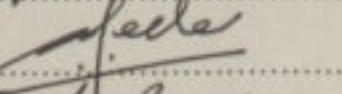
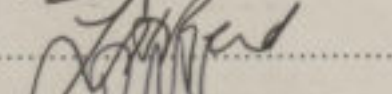
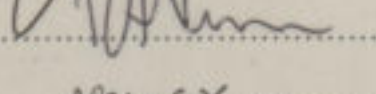
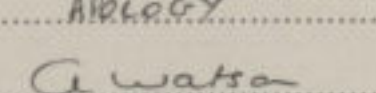
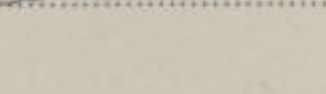


Prof A Watson

HERSCHEL ASSOCIATIONRESOLUTION OF THE COUNCIL - 28 JUNE 1999SENIOR SCHOOL BUILDING ALTERATIONS

It was resolved to accept the tender submitted by Dekon Construction (Pty) Ltd in the sum of R470,784 in respect of the approved building work at the Senior School, namely the converting of dormitories into classrooms (phase 3 of the approved Senior School Special Project), together with two building requirements included in the normal capital expenditure budget for 1999, namely the upgrading of the biology and science laboratory and the construction of a records room. It was noted that this tender, being the lowest obtained, was in line with the Quantity Surveyor's estimates and the approved budgets totalling R471,000.

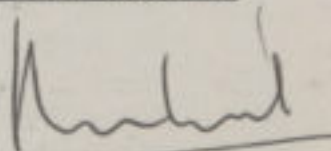
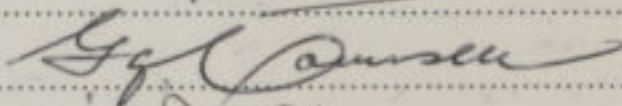
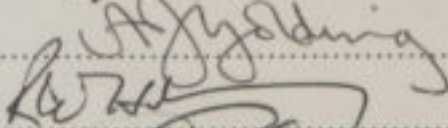
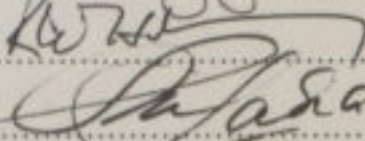
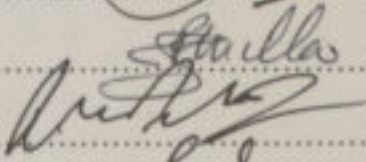
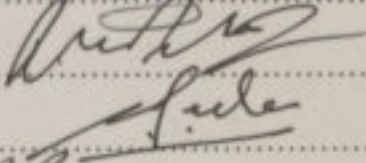
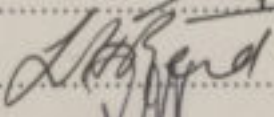
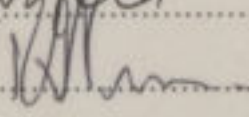
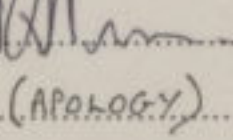
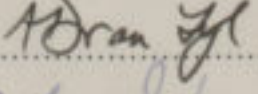
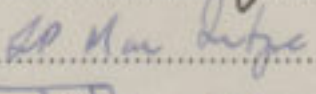
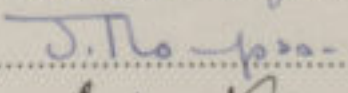
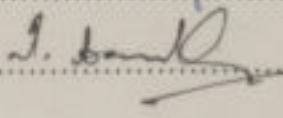
Signed:

	Mr D Loch Davis, Chairman
	Rev G Q Counsell
	Mrs A Golding
	Mr R Hendry
	Countess Labia
	Mr J Millar
	Mr R Peters
	Mr M Reeler
	Mrs L Reid
	Mr R Vernon
	Mr D Wallace
	Prof A Watson

HERSCHEL ASSOCIATION

COUNCIL MEETING 16 AUGUST 1999

ATTENDANCE REGISTER

D. LOCH DAVIS	
REV. G.Q. COUNSELL	
MRS A. GOLDING	
R. HENDRY	
COUNTESS LABIA	
J. MILLAR	
R. PETERS	
M. REELER	
MRS L. REID	
R. VERNON	
D. WALLACE	(APOLOGY)
PROF. A. WATSON	
MRS A. D. VAN ZYL	
MRS L. MACINTYRE	
MRS J. THOMPSON	
M. CONNOLLY	

HERSCHEL ASSOCIATIONMINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARYON MONDAY 16 AUGUST 1999 AT 17:00

Present: Mr D. Loch Davis (In the Chair)
 Rev. G.Q. Counsell
 Ms A. Golding
 Mr R. Hendry
 Countess Labia
 Mr J Millar
 Mr R. Peters
 Mr M. Reeler
 Mrs L. Reid
 Mr R. Vernon
 Prof A. Watson

In attendance: Mrs A.D. van Zyl
 Mrs L. MacIntyre
 Mrs J. Thompson
 Mr M. Connolly

Apologies: Mr D. Wallace

ACTION1. OPENING

The Chairman welcomed all those present.

2. MR D WALLACE

The Chairman reported that he had been notified by Mr Wallace that he had accepted a transfer to Johannesburg and would not, therefore, be able to serve on the Council beyond the end of 1999. The Secretary was requested to record the Council's regret at losing the services of Mr Wallace and its thanks for his great contribution over many years.

3. CONFIRMATION OF MINUTES

- (a) The minutes of the meeting held on 17 May 1999, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.
- (b) The following were duly noted:
- Resolution dated 22 June 1999 relating to the sale of stock units in American International Group.
 - Resolution dated 28 June 1999 relating to the Senior School building alterations.



ACTION**4. MATTERS ARISING****(a) Succession planning**

At the suggestion of the Chairman it was agreed that, should Mr D Wallace be absent, Mr J Millar would deputise for him as Chairman of the Finance Committee and of the Pension Fund Trustees respectively.

It was agreed that the Chairman should approach Mr S S Maseko and Mrs B Sattar respectively with a view to seeking their agreement to having their names put forward as prospective new members of Council.

DLD

The Chairman encouraged Council members to put forward further nominations, preferably of persons having expertise in the fields of engineering, building, marketing, law or finance.

ALL**(b) IT Evening – Thursday 20 May 1999 – report back**

It was noted that, although the attendance at the IT Evening had disappointingly small, parents had expressed their appreciation of the quality of the information provided and it was felt that a representative cross-section of views had been obtained. The laptop pilot scheme was continuing but there was a considerable way to go before making decisions regarding possible full-scale implementation.

(c) Academic Staff salary review

The Council duly ratified the Academic Staff salary increases with effect from 1 July 1999, as approved by the Finance Committee and the Chairman.

5. REPORT OF HEAD OF PREPARATORY SCHOOL

Mrs Thompson highlighted various items in her report.

It was agreed that the initiatives reported in respect of the Teacher Internship Programme were of great importance and should be regarded as part of the Diversity programme. It was essential that Management should check out the financial implications and come to the Council with recommendations regarding the desired plan of action.

**ADvZ/
JT/MC**

It was agreed that there was a serious traffic congestion problem, particularly at the Preparatory School. Management would consider ways of combating this. A suggestion by the Headmistress that the upgrading of the theatre car-park at the Senior School could help in that area was agreed and Mr Hendry would investigate the feasibility and costs thereof.

RH

ACTION6. REPORT OF THE HEADMISTRESS

Mrs van Zyl highlighted various items in her report.

The content of the Enrichment Programme being implemented in the 2 weeks commencing 16 August was noted with particular enthusiasm and congratulations from Council.

7. BURSAR'S REPORT

The report circulated by Mr Connolly was taken as read and was duly approved.

It was agreed that the time, effort and costs being invested in Outreach projects were worthy of appropriate marketing and public relations activities which would be considered by Management in liaison with the Communications and Marketing Committee.

ADvZ/SL

The Bursar confirmed that the response to the increased Voluntary Levy had been very positive.

10. ESTATE COMMITTEE REPORT

The report circulated by Mr Hendry was taken as read and duly approved.

It was agreed that Management, together with the Planning and Finance Committees needed to address further the prioritisation of the various projects listed in Mr Hendry's report. In particular it was agreed that the proposal for the enlargement of the Pre-Prep facilities be considered urgently as it would result in a small increase in pupil numbers and thus generate more income.

ADvZ/JT
MC/RP12. COMMUNICATIONS AND MARKETING REPORT

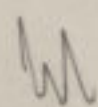
At the suggestion of the Chairman it was agreed that the report circulated by Countess Labia be taken off the agenda and further debated in the Communications and Marketing Committee.

DLD/SL

Countess Labia asked that the congratulations of the Council be recorded to all who participated in the recent extremely successful "Auction a Dream" fund-raising event.

13. EDUCATION COMMITTEE REPORT

Mr Reeler reported that there had been no meeting of the Education Committee since the previous Council meeting.



ACTION14. DIVERSITY AND RELATED MATTERS

- (a) The draft document "Herschel's Diversity Policies", which had been produced by the ad hoc sub-committee and circulated with the papers for the meeting, was duly approved. It was agreed that it was now essential to move rapidly to the implementation phase. The Chairman undertook to consider the appropriate body, drawn from members of Council, to monitor future progress and recommend appropriate amendments to the document as the needs were recognised.
- (b) The document issued by the Bursary Fund Committee entitled "Bursary Fund Mission Statement and Selection Process" was duly approved and it was agreed that this would play a key role in the Diversity implementation process.

DLD

14. PENSION FUND

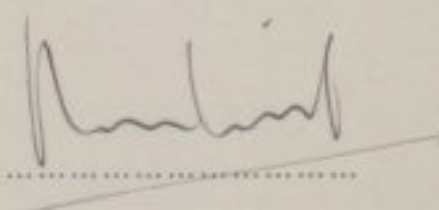
The Bursar reported that the Pension Fund Trustees had met on 1 June and 27 July 1999 respectively and he summarised the principal items which had been dealt with therein. The amendments to the rules of the Fund as authorised by Council at its previous meeting had been duly implemented.

15. DATE OF NEXT MEETING

The next meeting would be held on Monday 15 November 1999.

The meeting closed at 19:15.

Confirmed:



Date:

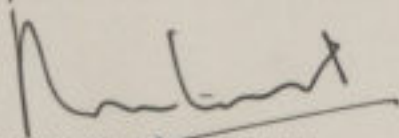
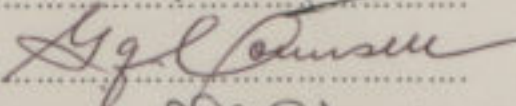
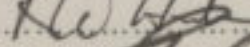
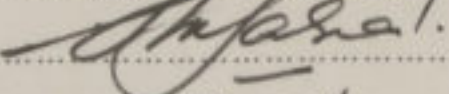
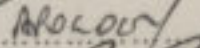
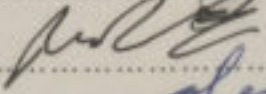
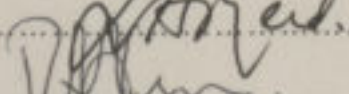
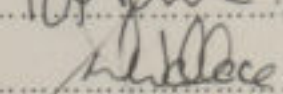
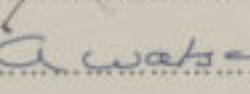
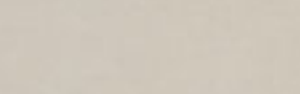
15-11-99

HERSCHEL ASSOCIATIONRESOLUTION OF THE COUNCIL - 22 OCTOBER 1999APPLICATION TO JOIN INDEPENDENT SCHOOLS ASSOCIATION OF
SOUTHERN AFRICA ("ISASA")

It was resolved that Mr D Loch Davis be duly authorised to sign the School's

Application to join the Independent Schools Association of Southern Africa ("ISASA").

Signed:

	Mr D Loch Davis, Chairman
	Rev G Q Counsell
	Mrs A Golding
	Mr R Hendry
	Countess Labia
	Mr J Millar
	Mr R Peters
	Mr M Reeler
	Mrs L Reid
	Mr R Vernon
	Mr D Wallace
	Prof A Watson

HERSCHEL ASSOCIATIONMINUTES OF SPECIAL COUNCIL MEETING HELD IN THE
SCHOOL LIBRARY ON THURSDAY 4 NOVEMBER 1999 AT 17:00

Present: Mr D. Loch Davis (In the Chair)
Rev. G.Q. Counsell
Mrs A. Golding
Mr R. Hendry
Countess Labia
Mr J. Millar
Mrs L. Reid
Mr R. Vernon
Prof A. Watson

In attendance: Mrs A.D. van Zyl
Mrs L. MacIntyre
Mrs J. Thompson

Apologies: Mr M. Reeler
Mr D. Wallace

ACTION1. OPENING

The Chairman welcomed all those present.

2. BOARDING

The paper entitled "Boarding House Proposal" issued by the Headmistress and Bursar on 2 November was considered and the issues arising were discussed at length.

Whilst there was considerable opinion that Mr Delson's proposal would not be financially viable it was agreed that there was sufficient cause for it to act as a catalyst in motivating the re-examination of the whole boarding issue.

It was agreed that the proposal made by Mr S. Delson should be put on hold pending the completion of thorough appropriate research into the latest trends and demands relating to boarding. The Chairman would explain the position to Mr Delson and ask him to continue to treat the matter as confidential pending the outcome of the school's research project.

DLD



- 2 -

ACTION

The Headmistress and Bursar, with the assistance of the Chairman, would draft an appropriate briefing document with a view to employing a professional firm of researchers to carry out the required investigations. The Bursar would obtain quotes and obtain the approval of the Chairman or the Finance Committee before appointing the researcher.

**ADvZ/
MC/DLD**

Mr Hendry and the Bursar would, in the meantime, put together a brief report on the likely facilities which would be required to institute boarding for 40/50 girls at all levels, together with the approximate capital and running costs thereof.

RH/MC**3. "HOTEL" FACILITY**

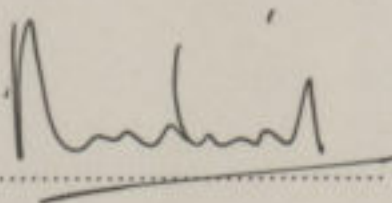
It was agreed that there may be a possibility of using one of the Kenmar Crescent properties as a hotel boarding facility. This would be kept in mind for future consideration.

4. DATE OF THE NEXT MEETING

The next meeting would be held on Monday 15 November 1999 as scheduled.

The meeting closed at 19:00.

Confirmed:



Date:

15 - 11 - 99

HERSCHEL ASSOCIATIONCOUNCIL MEETING 15 NOVEMBER 1999ATTENDANCE REGISTER

D LOCH DAVIS.....

REV G Q COUNSELL.....

MRS A GOLDING.....

R HAW.....

R HENDRY.....

COUNTESS LABIA.....

S S MASEKO.....

J MILLAR.....

(APOLOGY)

R PETERS.....

M REELER.....

MRS L REID.....

MRS B SATTAR.....

R VERNON.....

D WALLACE.....

PROF A WATSON.....

MRS A D VAN ZYL.....

MRS L MACINTYRE.....

MRS J THOMPSON.....

M CONNOLLY.....

HERSCHEL ASSOCIATION**MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY****ON MONDAY 15 NOVEMBER 1999 AT 17:00**

Present: Mr D. Loch Davis (In the Chair)
 Rev. G.Q. Counsell
 Ms A. Golding
 Mr R. Haw
 Mr R. Hendry
 Countess Labia
 Mr S Maseko
 Mr R. Peters
 Mr M. Reeler
 Mrs L. Reid
 Mrs B. Sattar
 Mr R. Vernon
 Prof A. Watson
 Mr D. Wallace

In attendance: Mrs A.D. van Zyl
 Mrs L. MacIntyre
 Mrs J. Thompson
 Mr M. Connolly

Apologies: Mr J. Millar

ACTION**1. OPENING**

The Chairman welcomed all those present.

2. APPOINTMENT OF COUNCIL MEMBERS

Mrs B Sattar, Mr R Haw and Mr S Maseko were unanimously appointed Members of Council.

2. RETIREMENT OF COUNCIL MEMBER

The Chairman tabled a formal vote of thanks, approved unanimously, to Mr D Wallace for his invaluable contribution both as a Member of Council and as Chairman of the Finance Committee.

ACTION**3. CONFIRMATION OF MINUTES**

- (a) The minutes of the meetings held on 16 August 1999 and 4 November 1999 respectively, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.
- (b) The Resolution dated 22 October 1999 relating to the School's application to join the Independent Schools Association of Southern Africa ("ISASA") was duly noted.

4. MATTERS ARISING**Structure of Committees**

The Chairman proposed that all Council members should consider the existing sub-committee structures and make suggestions as to how they could be modified to enable them to address current and future needs and challenges. By way of assistance, two documents entitled "Suggested considerations/guidelines for organising and running Council sub-committee meetings" and "Current/proposed membership/attendees of sub-committees" were provided to Council members. The Chairman requested that he be sent comments before Christmas and undertook to send out a consolidated draft proposal in the New Year.

ALL**4. TRANSFERS OF SHARES**

The following transfers of shares were proposed by the Chairman, seconded by Mr R Peters and unanimously approved:

1 share from Mr D Wallace	to	Mr R Haw
1 share from Mr J Gardener	to	Mr SS Maseko
1 share from Herschel Trust	to	Mrs B Sattar

5. REPORT OF HEAD OF PREPARATORY SCHOOL

Mrs Thompson highlighted various items in her report.

The report on the Teacher Learnership Programme was noted with particular interest and it was agreed that this topic should be kept well to the fore in future reports as the problem of supply and demand for teachers was a major problem nation-wide.

JT

/3

ACTION**6. REPORT OF THE HEADMISTRESS**

Mrs van Zyl highlighted various items in her report.

The current enrolment in the Senior School was 453 (compared with 460 included in the initial budget) and in the Preparatory School the figure was 406 (compared with 400 in the initial budget).

It was noted that the School's participation in the 5 Schools Examination had been successful and had indicated that the performance of Herschel students was, on the whole, better than in the other participating schools.

It was noted with pleasure that the latest edition of the ISASA publication, "Independent Education" included significant contributions from 2 Herschel staff members.

It was agreed that it would be appropriate to treat the proposed new post of IT Technician as an administration appointment and to set terms and conditions accordingly.

AdvZ/MC

7. BURSAR'S REPORT

The report circulated by Mr Connolly was taken as read and was duly approved.

It was noted that the draft budget for 2000 had been discussed by the Finance Committee but would be finalised in February following a detailed review of the actual results for 1999 and consideration of possible additional costs which could arise from various research projects which were currently under consideration.

Subject to a final review to be carried out in February 2000, Council gave provisional approval to the proposed Capital Expenditure Budget for 2000 in order that urgent requested items could be ordered and delivered prior to the commencement of the first term in 2000. The Bursar undertook to ensure that only such essential items were ordered prior to the February review, without committing Council to the approval of the proposed Budget.

MC

The note entitled "Debt Collections Policy", issued by the Bursar on 2 August 1999, was duly approved. It was agreed that, at the present time, it was essential to tighten up as much as possible on debt control and to apply the policy rigidly.

MC

It was noted that it was necessary to replace Mr D Wallace as an Employer Trustee of the Herschel Group Pension Fund. It was agreed that Mr R Peters, the present Alternate, should take Mr Wallace's place as Trustee and that Prof A Watson be appointed Alternate.

**MC
/4**

ACTION

The following Council Resolutions relating to arrangements with the First National Bank were duly noted:

1. It was resolved that the Association make application to the First National Bank for increased monthly payroll facilities of R500,000 increasing to R600,000 in December in each year. MC
2. It was resolved that the Association make application to the First National Bank for an overdraft facility of R1,000,000. MC

8. **ESTATE COMMITTEE REPORT**

The report circulated by Mr Hendry was taken as read and duly approved.

It was agreed that the Estate Committee would revisit previous proposals made by Countess Labia regarding landscaping and drop-off zones at the Senior School, before proceeding with the repairs to the circle driveway referred to in the Estate Report. It was also agreed that due consideration be given to the application of the School's diversity policy when obtaining quotations for such works.

RWH/MC

It was agreed that consideration be given to paving the parking area adjacent to the tennis courts. Authority was given to the Headmistress, in liaison with the Estate Committee, to proceed, if considered appropriate, within a budget of R60,000. Mr Haw would obtain the necessary quotations.

AdvZ/RWH/
RH

9. **COMMUNICATIONS AND MARKETING REPORT**

The report circulated by Mrs Reid was taken as read and duly approved.

It was noted that the web-site contract was currently under negotiation. It was agreed any advertising requirement should be appropriately discreet and that the Chairman, to whom the contract would be submitted for review prior to its signature, would decide this matter on behalf of Council.

DLD

10. **EDUCATION COMMITTEE REPORT**

The report issued by Mr Reeler on 11 November 1999 was duly considered.

It was agreed that the recent schools operated by commercial enterprises in the Western Cape presented a significant threat to the older, more established institutions and that it was essential to consider appropriate immediate, medium and long term strategies to address the problem.

- 5 -

ACTION

Management were given authority to locate potential facilitators who could provide guidance on education, marketing and advertising activities designed to make Herschel the preferred school in Cape Town.

ADvZ

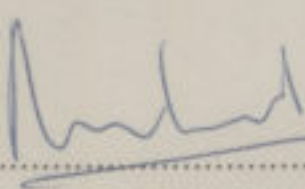
The Bursar would convene a further meeting in December at which presentations would be made of the facts and figures and proposed action plans.

MC/ADvZ**15. DATE OF NEXT MEETING**

The date of the next meeting would be advised by the Bursar.

A proposed Meetings timetable for 2000 was circulated for further consideration.

The meeting closed at 19:30.

Confirmed: 

Date: 21-02-00

HERSCHEL ASSOCIATIONMINUTES OF SPECIAL COUNCIL MEETING HELD IN THE SCHOOL LIBRARYON TUESDAY 14 DECEMBER 1999 AT 17:00

Present: Mr D. Loch Davis (In the Chair)
 Rev. G.Q. Counsell
 Ms A. Golding
 Mr R. Haw
 Countess Labia
 Mr S Maseko
 Mr J Millar
 Mr R. Peters
 Mr M. Reeler
 Mrs L. Reid
 Mrs B. Sattar
 Mr R. Vernon
 Prof A. Watson

In attendance: Mrs A.D. van Zyl
 Mrs L. MacIntyre
 Mrs J. Thompson
 Mr M. Connolly

Apologies: Mr R Hendry

ACTION1. OPENING

The Chairman welcomed all those present. He confirmed that the purpose of the meeting was to discuss the issues regarding Marketing Strategies, Human Resources and Curriculum Development, which had been agreed at the previous meeting to be of major current concern, under the general heading of the Development of a Future Vision for Herschel.

2. MARKETING

Mrs van Zyl presented a summary of the work carried out to date relating to the recognised need to develop an appropriate comprehensive marketing strategy to address the increasing competition in the education field in general and in the Western Cape in particular – from both non-profit-making and commercially motivated organisations. This included a review of the current situation, an analysis of Herschel's strengths, weaknesses, opportunities and threatening elements. Whilst some free professional advice had been obtained from a parent who had considerable marketing expertise, it was felt that a formal fee-paying relationship need to be established – if not from the current source, then from a suitable alternative. An outline of suggested short and medium term objectives was presented, but longer term planning was also required.

Mr Connolly presented an estimated 3 year marketing budget (see Appendix A), confirming that the costs were within current estimated net cash inflows. The effects on bottom line surpluses would be significant, however, and he indicated ways in which these could be minimised by adopting acceptable amortisation accounting practices. There would also be a comprehensive review of other types of expenditure to ensure that only essential costs were budgeted and incurred.

It was agreed unanimously that professional help was vital and that it was critical that the right person was appointed. The Chairman would assist the Headmistress in addressing this, having due regard to any issue of conflicting interests on the part of the appointee.

ADvZ/DLD

It was agreed that, in the meantime, the current advisor would assist on the present basis with the progressing of immediate projects, identified as the SA Schools Collection magazine, and the Learning Point Schools Exhibition to be held on 9 – 11 March.

ADvZ

Mr Connolly would discuss the cost and budget implications with the Finance Committee and report back at the next meeting.

MC

3. HUMAN RESOURCE ISSUES

Mr Reeler presented a paper entitled "Professional Human Resources: Attraction and Retention" in which it was suggested that early attention be given to the principal various factors which would ensure that, in both the short and medium term, appropriately high levels of staff would be attracted to and be retained by Herschel. Actions recommended included the undertaking of a needs analysis, an audit of current availability of human resources, consideration of possible changes to the remuneration system and establishment of the perceptions of various staff groups. Once the problem areas had been identified they would be prioritised and solutions quantified in financial terms.

Mr Reeler recommended that the School should consider employment of Mr Clive Roos, who had been involved recently in some preliminary work with the School management, to provide professional advice on the above matters. It was agreed that management would follow up the recommendation and establish the possible remuneration options. They would then discuss the matter further with the Chairman.

AdvZ/MC/DLD

4. CURRICULUM DEVELOPMENT

Mrs MacIntyre and Mrs Thompson made a presentation on Curriculum Development, including references to current creative approaches to teaching, in-house tutoring and enrichment and promotion of "thinking skills".

5. CLOSURE

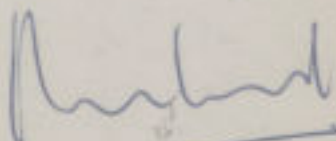
The Chairman thanked all the attendees for their participation.

ACTION6. DATE OF NEXT MEETING

The next meeting would be held on Monday 21 February 2000.

The meeting closed at 19:00.

Confirmed:

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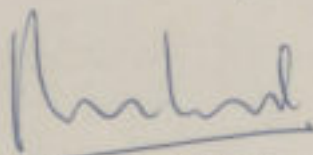
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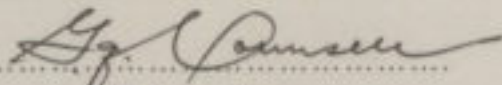
HERSCHEL ASSOCIATIONRESOLUTION OF THE COUNCIL - 28 JANUARY 2000ACTION TAKEN AGAINST TENANT OF 21 KENMAR CRESCENT

It was resolved that the decision of the School Management to take legal action against Mrs E H Barrett, the tenant of 21, Kenmar Crescent, with a view to securing payment of rentals due and/or for ejection from the premises, be and is hereby ratified and that Mr Michael Connolly, in his capacity as Secretary of the Association, be and is hereby authorised to sign any appropriate documentation in respect of such action and to take such further steps as may be required to enforce the Association's rights.

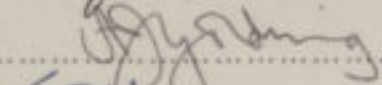
Signed:



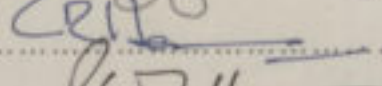
Mr D Loch Davis, Chairman



Rev G Q Counsell



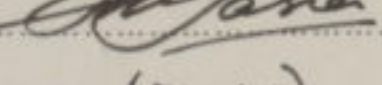
Mrs A Golding



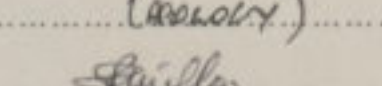
Mr R Haw



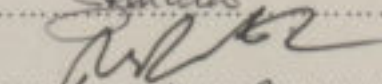
Mr R Hendry



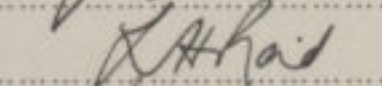
Countess Labia



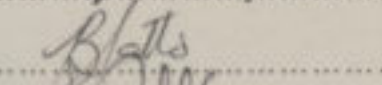
Mr S S Maseko



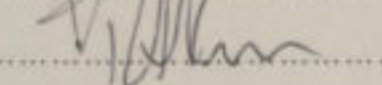
Mr J Millar



Mr R Peters



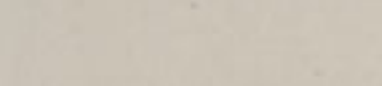
Mrs L Reid



Mrs B Sattar



Mr R Vernon



Prof A Watson

HERSCHEL ASSOCIATIONCOUNCIL MEETING 21 FEBRUARY 2000ATTENDANCE REGISTER

D LOCH DAVIS.....

REV G Q COUNSELL.....

MRS A GOLDING.....

R HAW.....

R HENDRY.....

COUNTESS LABIA.....

S S MASEKO.....

(APOLOGY).....

J MILLAR.....

R PETERS.....

MRS L REID.....

MRS B SATTAR.....

R VERNON.....

~~B WALLACE~~.....

PROF A WATSON.....

MRS A D VAN ZYL.....

MRS L MACINTYRE.....

MRS J THOMPSON.....

M CONNOLLY.....

HERSCHEL ASSOCIATION**MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY****ON MONDAY 21 FEBRUARY 2000 AT 17:00**

Present: Mr D. Loch Davis (In the Chair)
 Rev. G.Q. Counsell
 Mrs A. Golding
 Mr R. Haw
 Mr R. Hendry
 Countess Labia
 Mr J Millar
 Mr R. Peters
 Mrs L. Reid
 Mrs B. Sattar
 Mr R. Vernon
 Prof A. Watson

In attendance: Mrs A.D. van Zyl
 Mrs L. MacIntyre
 Mr M. Connolly
 Mr C Reader (by invitation)

Apologies: Mr S. Maseko
 Mrs J Thompson

ACTION**1. OPENING**

The Chairman welcomed all those present and particularly Mr C Reader, a professional marketer, who had kindly offered his services in the role of the strategist who would assist in defining objectives and co-ordinating the implementation of a marketing plan for the School.

2. RESIGNATION OF COUNCIL MEMBER

The Chairman reported that Mr M Reeler had tendered his resignation due to personal circumstances. The Secretary was requested to record the Council's sincere appreciation of Mr Reeler's good services.

3. CONFIRMATION OF MINUTES

- (a) The minutes of the meetings held on 15 November 1999 and 14 December 1999 respectively, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.

ACTION

- (b) The Resolution dated 28 January 1999 relating to the action being taken against the tenant of 21 Kenmar Crescent was duly noted.

4. **MATTERS ARISING**

(a) **Restructure of Committees and timetable for Meetings**

The Chairman thanked the Committee for their various inputs following his request for comments on the existing committee structures. He was working on draft proposals for consideration by Council.

(b) **Development and implementation of marketing strategies**

At the invitation of the Chairman, Mr Reader explained the role in which he envisaged he could assist the Council and Management in their desire to evolve marketing strategies appropriate to current needs. These would address in particular the rapid increase in local competition from other independent schools (including profit-seeking organisations) and from some of the high class State schools.

It was agreed that arrangements should be made as soon as possible to set up a workshop at which analyses of strengths, weaknesses, opportunities and threats could be considered and appropriate strategies determined with a view to early implementation thereof. The outcomes of the workshop would clearly have a very important influence on the marketing plans for the future.

ADvZ

Mr Reader outlined the various actions taken to date, including the production of high class photographs for use in many of the projects already envisaged, as well as an A4 size information sheet for use at exhibitions etc.

It was noted that the School would be taking part in the forth-coming "Learning Point Exhibition" to be held in "The Link" at Claremont, alongside the "Bishops" stand. Approximately 8 schools were expected to participate in the exhibition.

The Bursar was urged to speed up the process of completing the website contract in order that work could commence on its construction.

MC

5. **REPORT OF HEAD OF PREPARATORY SCHOOL**

The report circulated by Mrs Thompson was duly noted and approved.

6. REPORT OF HEADMISTRESS

The report circulated by Mrs van Zyl was duly noted and approved.

Mrs van Zyl supplemented her report by presenting a paper which drew attention to further important and pressing issues:

(a) Employment Equity

- An employment equity plan for Herschel had to be established and Human Resource practices assessed.
- In-house systems and procedures for resolving disputes and grievances needed to be developed.

The Chairman indicated that, if necessary, outside professional help would be authorised, recognising that there were considerable workloads involved.

(b) Pupil Diversity

It was intended to use pro-active marketing to increase further the pupil diversity in the school; it was hoped that the award of a new bursary to an all-rounder from the Brendalyn Tyers Stempel Bursary Fund would be made to a black student.

(c) Procurement Diversity

It was noted that the Bursar was endeavouring to ensure that, wherever practicable, discretionary spend was allocated to designated group owned organisations.

(d) Community Outreach programmes

Development of the School's Outreach Programme was continuing along prescribed lines and the report included with the papers for the meeting was noted and approved.

(e) Skills Development

The Skills Development Act required inter alia that a levy of 0.5% on total remuneration be paid to the Government from 1 April. The School would be undertaking a skills audit and developing plans which, in addition to facilitating the realisation of staff potential, would enable maximum recoupment of part of the levy.

(f) Choice of Matriculation Examination

The strong possibility of the WCED being forced to comply with a national examination imposed by the the National Minister was alerting the School Management to the need to consider seriously a possible change to the IEB examination. Such a change would be costly (currently around R1200 per student) and would most likely be done in the company of other top private schools.

ACTION(g) Attraction and retention of human resources

There was need for inventive thinking in finding ways of attracting and retaining top staff. The possibility of establishing a Human Resources Committee was suggested.

7. BURSAR'S REPORT

The Chairman explained that, due to the lengthy discussion on other important issues, it was intended to convene a further Council Meeting shortly to discuss the financial results for 1999 and the budget for 2000, together with any other financial issues. However, time had been allocated to discuss a recommendation from the Finance Committee as follows:

Jonica Financial Services – Report and recommendations

In accordance with the recommendation from the Finance Committee, and subject to being satisfied on various points of concern, approval was given to the employment of Jonica Financial Services to recommend and, under the close supervision of Management, implement an agreed restructuring of staff remuneration. Consideration would also be given to the possible use of the Jonica payroll package.

MC

8. ESTATE COMMITTEE REPORT

The report circulated by Mr Hendry was duly noted and approved.

9. COMMUNICATIONS AND MARKETING COMMITTEE REPORT

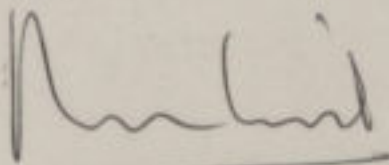
The report circulated by Mrs Reid was duly noted and approved.

9. DATE OF NEXT MEETING

The next meeting would be convened after the Finance Committee had met to consider the Financial results for 1999 and the Budget for 2000.

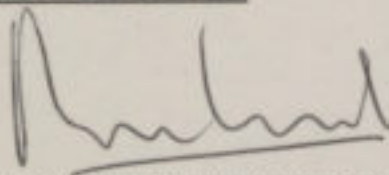
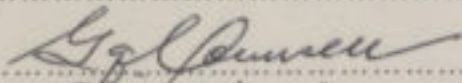
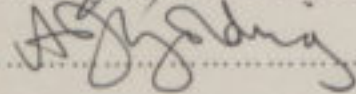
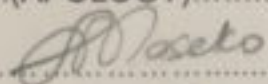
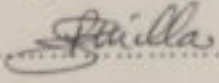
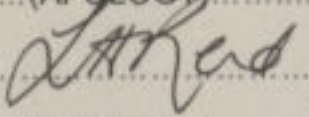
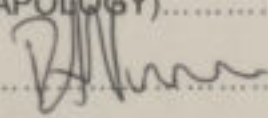
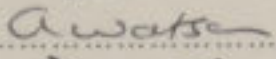
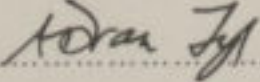
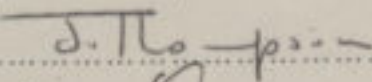
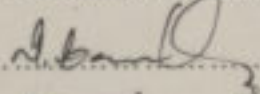
MC

The meeting closed at 19:45

Confirmed: 

Date: 22-05-2000

HERSCHEL ASSOCIATIONCOUNCIL MEETING 6 APRIL 2000ATTENDANCE REGISTER


D LOCH DAVIS.....

REV G Q COUNSELL.....

MRS A GOLDING.....
R HAW..... (APOLOGY)
R HENDRY..... (APOLOGY)
COUNTESS LABIA..... (APOLOGY)

S S MASEKO.....

J MILLAR.....
R PETERS..... (APOLOGY)

MRS L REID.....
MRS B SATTAR..... (APOLOGY)

R VERNON.....

PROF A WATSON.....

MRS A D VAN ZYL.....
MRS L MACINTYRE..... (APOLOGY)

MRS J THOMPSON.....

M CONNOLLY.....
C READER..... [NOT INVITED]

HERSCHEL ASSOCIATION

MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY

ON THURSDAY 6 APRIL 2000 AT 17:00

Present: Mr D. Loch Davis (In the Chair)
Rev. G.Q. Counsell
Mrs A. Golding
Mr S Maseko
Mr J. Millar
Mrs L. Reid
Mr R. Vernon
Prof A. Watson

In attendance: Mrs A.D. van Zyl
Mrs J. Thompson
Mr M. Connolly

Apology: Mrs L. MacIntyre

ACTION

1. OPENING

The Chairman welcomed all those present.

2. FINANCIAL STATEMENTS FOR THE YEAR TO 31 DECEMBER 1999

The Bursar presented the Financial Statements for the year to 31 December 2000 which had been approved by the Finance Committee, subject to audit.

It was noted that the final result for the year had been the achievement of a small surplus of R25,000, compared with a budget of R28,000. This had been achieved despite considerable additional sums invested in salaries and academic expenses which had been offset by additional interest earnings. The latter had resulted from favourable timing of capital expenditure payments as well as interest on unbudgeted subsidy receipts.

It was noted that receipts from the voluntary levy, at R335,000, were R55,000 higher than budgeted.

The Financial Statements were duly approved, subject to audit.

ACTION**3. CAPITAL EXPENDITURE REPORT – YEAR TO 31 DECEMBER 1999**

The capital expenditure report circulated with the meeting papers was duly approved.

It was noted that the final total of expenditure on building projects at the Senior and Preparatory Schools was just R41,000 higher than the original budget of R4.7million.

4. REVISED DRAFT BUDGET – YEAR TO 31 DECEMBER 2000

The Bursar presented the proposed budget for 2000. This had been approved by the Finance Committee on 23 March, subject to consideration of initial projections for 2001. The budget for 2000 showed an expected deficit for the year of R309,000, largely due to the enrolment figures being down compared with the original draft budget numbers which had been put together in late 1999. However, the Bursar had produced some projections for 2001 which showed that, allowing for reasonable cost and fees escalations and conservative fees contingencies, a modest surplus was likely to be achieved in 2001. Both the 2000 and 2001 estimates had been discussed at a meeting with the Chairman by the Bursar, Headmistress and the Chairman of the Finance Committee.

It was noted that the Marketing expenditure budget of R310,000 (which, after amortisation of certain costs would result in a charge of R172,000 to the income statement in 2000) was at present in a preliminary stage and very much subject to review in the light of the outcome of the forthcoming Strategic Imperatives Workshop. The latter could also result in further reviews of other costs.

Approval was given to the proposed budget, subject to the further reviews and caveats referred to above.

It was noted that the Bursar would be preparing a timetable which would provide in future for approval of budget prior to the commencement of the year in question.

MC**5. CAPITAL EXPENDITURE BUDGET 2000**

The revised capital expenditure budget for 2000, as presented, was duly accepted and approved.

ACTION6. STRATEGIC IMPERATIVES WORKSHOP

It was agreed that the proposed Strategic Imperatives Workshop, to be facilitated by Mr Tim Southey, would be held on Saturday 13 May. Full details of the programme and pre-reading material would be discussed with the Chairman by the Headmistress, Mr Reader and Mr Southey and then circulated to Council members and staff attendees.

ADvZ

7. WEBSITE CONTRACT

The Bursar outlined the contents of the proposed website contract with Generator, which provided, inter alia, for specific and limited advertising in Head's Newsletters and the "Observer". The contract had been approved by the Chairman and the Bursar was duly given authority to sign the formal agreement on behalf of the Association.

MC

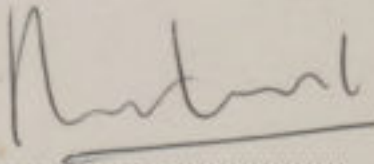
8. MUSLIM SOCIETY

The Headmistress reported that she had received a request to allow the formation of a "Muslim Society" at the School. After careful consideration and discussion it was agreed that it would not be appropriate to approve such a request.

8. DATE OF NEXT MEETING

The next meeting would be held on Monday 22 May 2000 at 17:00.

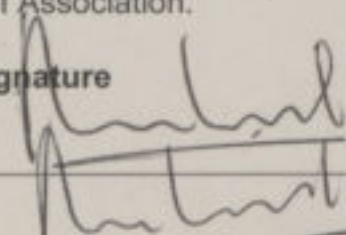
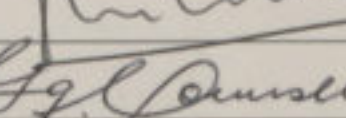
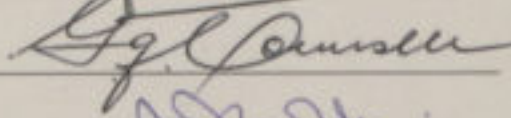
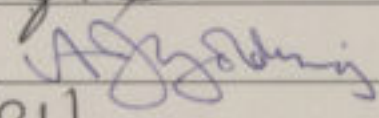
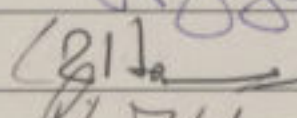
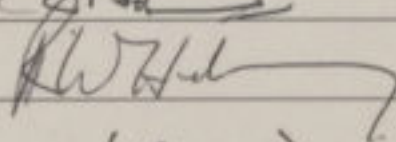
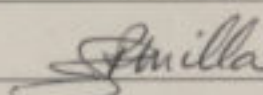
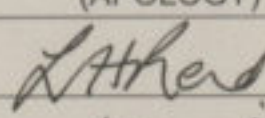
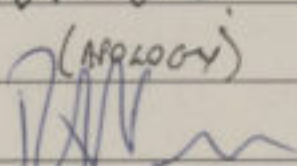
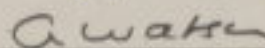
The meeting closed at 19:15

Confirmed: 

Date: 22-05-2000

HERSCHEL ASSOCIATION**ANNUAL GENERAL MEETING 22 MAY 2000****ATTENDANCE REGISTER AND****AGREEMENT TO SHORT NOTICE**

In terms of Clause 5.1 of the Association's Articles of Association, we the undersigned members, being a majority in number and together representing more than ninety-five per cent of the total voting rights of all members having the right to attend and vote at general meetings of the Association, do hereby agree to the Annual General Meeting to be held on 22 May 2000 being called by shorter notice than that specified in the said Clause 5.1 of the Articles of Association.

Member	No of Shares	Signature
The Herschel Trust	4962	
D. Loch Davis	1	
Rev. Canon G.Q. Counsell	1	
Mrs A. Golding	1	
R. Haw	1	
R. Hendry	1	
Countess Labia	1	(APOLOGY)
S. S. Maseko	1	(APOLOGY)
J. R. Millar	1	
R.H.C. Peters	1	(APOLOGY)
Mrs L Reid	1	
Mrs B. Sattar	1	(APOLOGY)
R. Vernon	1	
Prof. A. Watson	1	

Cape Town
22 May 2000

4975

HERSCHEL ASSOCIATION

MINUTES OF ANNUAL GENERAL MEETING HELD IN THE HERSCHEL

LIBRARY ON MONDAY 22 MAY 2000 AT 17:00

PRESENT: Mr D. Loch Davis (In the Chair and representing The Herschel Trust)
 The Ven. G. Q. Counsell
 Mrs A. Golding
 Mr R. Haw
 Mr R. Hendry
 Mr J. Millar
 Mrs L. Reid
 Mr R. Vernon
 Prof. A. Watson

IN ATTENDANCE: Mrs A.D. van Zyl
 Mrs L. MacIntyre
 Mrs A. Woolley
 Mr M. Connolly (Secretary)

APOLOGIES: Countess Labia
 Mr S. Maseko
 Mr R. Peters
 Mrs B. Sattar

NOTICE

It was agreed that the notice of meeting, which had been circulated, be taken as read. The Chairman confirmed that all present, being the requisite majorities, had signed a consent to short notice, that there was a quorum present and accordingly the meeting was duly constituted in terms of the Articles of Association.

MINUTES OF PREVIOUS MEETING

The minutes of the previous Annual General Meeting held on 17 May 1999, having been circulated, were taken as read and duly approved and signed as a correct record of the proceedings.

1999 ANNUAL FINANCIAL STATEMENTS

The 1999 Annual Financial Statements together with the auditors' report thereon, having been circulated, were taken as read and unanimously approved.

It was agreed that the Chairman and Mr J. Millar would sign the Council's Report on behalf of the Council.

- 2 -

ELECTION OF COUNCILLORS

Having been proposed by Mr R. Hendry and duly seconded by Prof. A. Watson it was unanimously resolved that councillors be elected by means of a single resolution. Accordingly, having been duly proposed and seconded as previously, the following councillors who retired in terms of the Association's Articles of Association and being eligible for re-election, were re-elected councillors:-

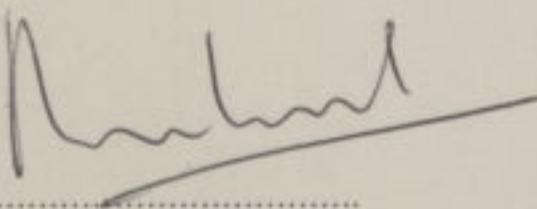
Countess Labia
Mr D J Loch Davis
Mr J R Millar

Mr C R Haw
Dr S S Maseko
Mrs B Sattar

RE-APPOINTMENT OF AUDITORS

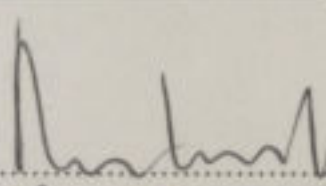
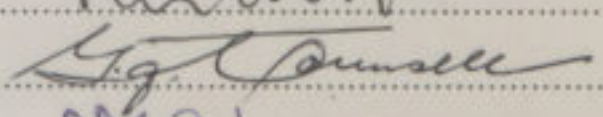
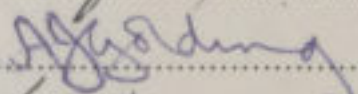
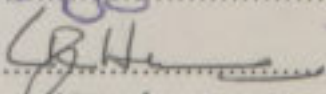
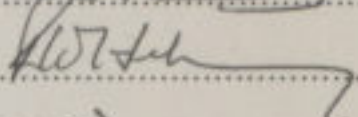
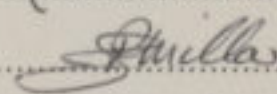
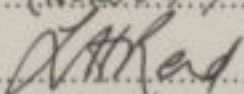
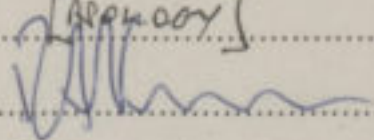
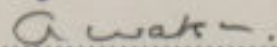
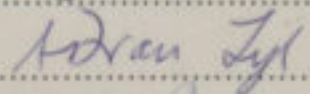
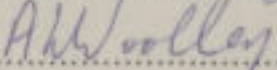
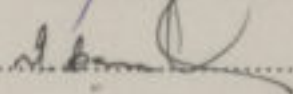
It was unanimously resolved that Ernst and Young be re-appointed auditors to the Association and that the fixing of their remuneration be left in the hands of the Finance Committee. A vote of thanks to the auditors for their services was recorded.

There being no further business, the meeting terminated with a vote of thanks to the Chair.

CONFIRMED:**DATE:**

21-05-2001

HERSCHEL ASSOCIATIONCOUNCIL MEETING 22 MAY 2000ATTENDANCE REGISTER

D LOCH DAVIS.....	
REV G Q COUNSELL.....	
MRS A GOLDING.....	
R HAW.....	
R HENDRY.....	
COUNTESS LABIA.....	(APOLOOY)
S S MASEKO.....	(APOLOOY)
J MILLAR.....	
R PETERS.....	(APOLOOY)
MRS L REID.....	
MRS B SATTAR.....	(APOLOOY)
R VERNON.....	
PROF A WATSON.....	
MRS A D VAN ZYL.....	
MRS L MACINTYRE.....	
MRS A WOOLLEY.....	
M CONNOLLY.....	

HERSCHEL ASSOCIATION**MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY****ON MONDAY 22 MAY 2000 AT 17:15**

Present: Mr D. Loch Davis (In the Chair)
 Ven. G.Q. Counsell
 Mrs A. Golding
 Mr R. Haw
 Mr R. Hendry
 Mr J Millar
 Mrs L. Reid
 Mr R. Vernon
 Prof A. Watson

In attendance: Mrs A.D. van Zyl
 Mrs L. MacIntyre
 Mrs A Woolley
 Mr M. Connolly

Apologies: Countess Labia
 Mr S. Maseko
 Mr R Peters
 Mrs B Sattar

ACTION**1. OPENING**

The Chairman welcomed all those present, and in particular Mrs A Woolley, in her capacity as Acting Head of the Preparatory School.

2. TRIBUTE TO MRS J THOMPSON

A brief period of silence was observed in memory of Mrs J Thompson, who had passed away on 18 April 2000, and it was agreed that the tribute to her, composed by Mrs van Zyl, be duly recorded as part of the minutes of the meeting. Mrs Thompson would be sorely missed.

3. OFFICE BEARERS AND COMMITTEES

- (a) Mr J Millar proposed that Mr D Loch Davis be re-elected as Chairman for the ensuing year. Mrs L Reid seconded the proposal, which was carried unanimously.

ACTION

- (b) The members of the Executive Committee were unanimously re-elected en bloc with a vote of thanks. The Executive Committee comprised:
Mr D Loch Davis (Chairman, ex officio)
Mr R Hendry
Mr J Millar
Mrs L Reid (Alternate – Countess Labia)
Prof A Watson
- (c) Mr R Peters and Mrs L Reid were appointed Trustees of The Herschel Trust to replace Mr W Marshall Smith and Mr D Wallace. The Master of the Supreme Court would be advised.
- (d) Mrs A Woolley was appointed an Employee Representative Trustee of The Herschel Group Pension Fund in place of Mrs J Thompson.
- (e) The Chairman reported that he was engaged in composing a paper setting out proposals for changes in the governance of the School, which he would table at a special meeting of Council to be convened before the end of June so that Council members could review it and give their input. The Chairman would collate comments and a further meeting would be convened to finalise the proposals and authorise their implementation.

4. **CONFIRMATION OF MINUTES**

The minutes of the meetings held on 21 February 2000 and 6 April 2000 respectively, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.

5. **MATTERS ARISING**

All matters arising were covered under specific agenda items.

6. **REPORT OF HEAD OF PREPARATORY SCHOOL**

Mrs Woolley highlighted various items in her report. It was noted that there had been some concern over certain administrative controls at Westlake Day Care Centre with regard to their participation in the Outreach programme. However, Mrs van Zyl confirmed that Management were duly dealing with the matter.

ACTION

It was agreed that every possible opportunity should be taken to publicise to parents Herschel's participation in Outreach projects – they needed to be appraised as to both current actions and future needs.

7. REPORT OF HEADMISTRESS

The report circulated by Mrs van Zyl was duly noted and approved.

Mrs van Zyl emphasised the great loss which Mrs Thompson's sudden death had brought upon the School.

It was also noted with great regret that the Deputy Headmistress, Mrs MacIntyre, was leaving at the end of the third term, following the relocation of her husband to Johannesburg.

Mrs van Zyl also drew attention to the fall-off in numbers of applicants for the Senior School entrance examination which could prejudice the achievement of enrolment targets for 2001.

Mrs van Zyl thanked all the Council members for their valuable participation in the recent Strategic Imperatives Workshop. There was now a need to maintain the momentum and enthusiasm generated by the exercise, the next step of which would be for the Headmistress to meet with the Chairman and Mr T Southey, the workshop facilitator, to discuss specific Initiatives and action requirements. Following this, the outcomes would be discussed by Council at a special meeting to be convened in late June.

ADvZ

Mrs van Zyl reported that recently there had been a very successful joint exhibition with Bishops at Constantia Village, resulting in excellent exposure as well as the continuation of the learning process of identifying and addressing current marketing needs.

One of the points arising from the Strategic Imperatives Workshop was the perceived need to change the name of the School. After discussion it was agreed that the name should be changed to "Herschel Girls School".

ADvZ

At the suggestion of Mrs van Zyl it was agreed that the possibility of acquiring the use of part of the respective properties in Arderne Gardens and the WPPS playing field, adjacent to the Preparatory School, should be re-investigated.

ADvZ**8. BURSAR'S REPORT**

The Bursar's report, having been circulated, was duly approved.

ACTION

The Chairman requested that the Bursar should examine the budget for 2000 with a view to identifying and achieving possible cost savings and thereby minimising the projected deficit for the year.

MC**9. ESTATE COMMITTEE REPORT**

The report circulated by Mr Hendry was duly noted and approved.

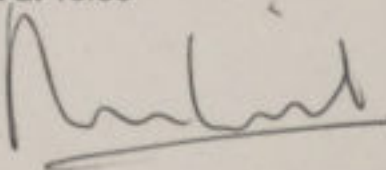
10. COMMUNICATIONS AND MARKETING COMMITTEE REPORT

The report circulated by Mrs Reid was duly noted and approved.

11. DATE OF NEXT MEETING

The next meeting would be convened on 19 June 2000 to address the specific issues of the outcomes of the Strategic Imperatives Workshop and the future Governance of the School.

The meeting closed at 19:00



Confirmed:

Date:

21-08-2000



Founded 1922

HERSCHEL

21 Herschel Road, Claremont 7708 • Tel. (021) 674-4010 • Fax: (021) 674-2575 • e-mail: info@herschel.wcape.school.za

TRIBUTE TO JENNY THOMPSON

Jenny Thompson had been Head of the Preparatory School since January 1995. She had a long and distinguished career in education and was Deputy Principal at Wynberg Girls' Junior School prior to her joining this staff.

Jenny was a dedicated and innovative educator, always quietly busy and a strong supporter of new approaches in learning. She attended the National Association of Elementary School Principals' Convention in San Francisco in March 1999 and brought fresh inspirations back which she implemented in the Preparatory School.

Jenny was a person of great kindness and compassion who was respected and loved by all who knew her. Her pupils, both past and present, admired her principled standpoint and genuine interest in their well-being. Her friends and colleagues regarded her as a person of great integrity and commitment.

She was a wise counsellor and friend and a light has indeed gone out in the Preparatory School. We must carry her hopes for the school into the future and ensure that her initiatives are sustained. The void she leaves is inestimable.

Jenny's delight in her husband Leigh and their sons, Simon and Matthew was clear for all to see and we mourn their loss with them. She was a loving daughter and sister.

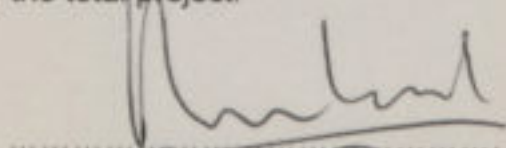
We shall miss you Jenny.

Ad Dei Gloriam!

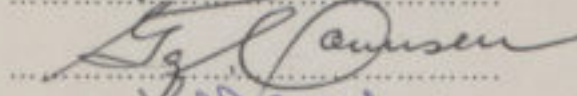
HERSCHEL ASSOCIATIONRESOLUTION OF THE COUNCIL - 19 JUNE 2000PRE-PRIMARY SCHOOL BUILDING ALTERATIONS

It was resolved to accept the tender submitted by Dekon Construction (Pty) Ltd in the sum of R202,202 in respect of the approved alterations to the Pre-Primary School. It was noted that this tender, being the lowest obtained, was below the Quantity Surveyor's estimates for building work (R228,000) included in the approved budget of R307,000 for the total project.

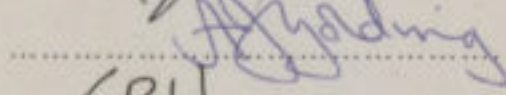
Signed:



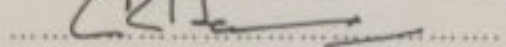
Mr D Loch Davis, Chairman



Ven G Q Counsell



Mrs A Golding



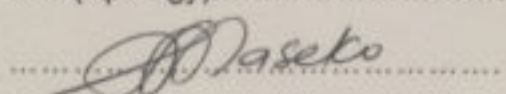
Mr R Haw

(Apology)

Mr R Hendry

(Apology)

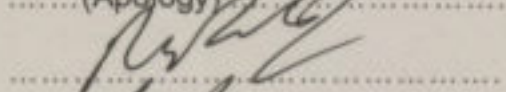
Countess Labia



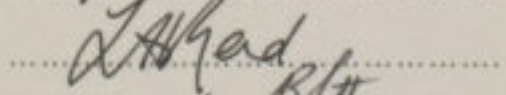
Mr S Maseko

(Apology)

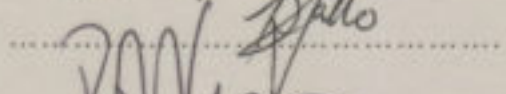
Mr J Millar



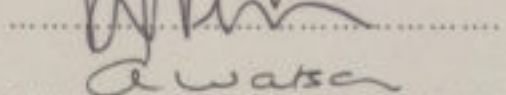
Mr R Peters



Mrs L Reid



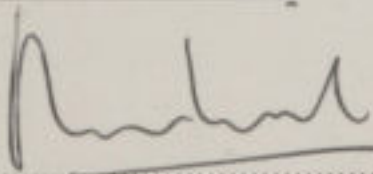
Mrs B Sattar



Mr R Vernon



Prof A Watson

HERSCHEL ASSOCIATIONCOUNCIL MEETING 7 AUGUST 2000ATTENDANCE REGISTER


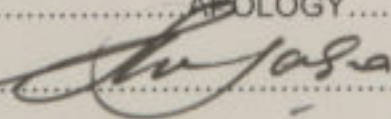
D LOCH DAVIS.....

REV G Q COUNSELL.....APOLOGY.....

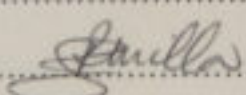
MRS A GOLDING.....APOLOGY.....

R HAW.....X

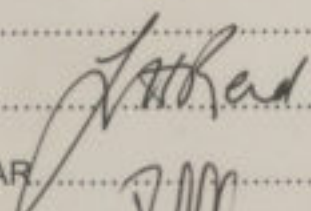
R HENDRY.....APOLOGY.....

COUNTESS LABIA.....

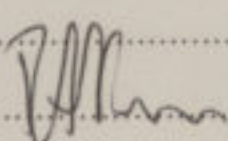
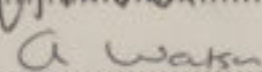
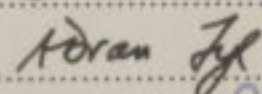
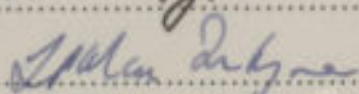
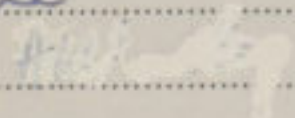
S S MASEKO.....X

J MILLAR.....

R PETERS.....

MRS L REID.....

MRS B SATTAR.....

R VERNON.....PROF A WATSON.....MRS A D VAN ZYL.....MRS L MACINTYRE.....MRS A WOOLLEY.....APOLOGY.....

M CONNOLLY.....APOLOGY.....

HERSCHEL ASSOCIATION

MINUTES OF A SPECIAL MEETING HELD IN THE SCHOOL LIBRARY

ON MONDAY 7 AUGUST 2000 AT 16:30

Present: Mr D Loch Davis (in the Chair)
 Mr R Haw
 Countess Labia
 Mr S Maseko
 Mr J Millar
 Mr R Peters
 Mrs L Reid
 Mrs B Sattar
 Mr R Vernon
 Prof A Watson

In attendance: Mrs A D van Zyl
 Mrs L MacIntyre

Apologies: Ven G Q Counsell
 Mrs A Golding
 Mr R Hendry
 Mr M Connolly
 Mrs A Woolley

1. APPOINTMENT OF DEPUTY HEADMISTRESS OF THE SENIOR SCHOOL

The Chairman announced the appointment of Mrs Linda Colleen Clarke as Deputy Headmistress of the Senior School with effect from the beginning of the 2001 academic year and a copy of the announcement was circulated and approved.

2. APPOINTMENT OF HEAD OF THE PREPARATORY SCHOOL

The Chairman announced the appointment of Mrs Barbara Taljard as Headmistress of the Junior School with effect from the beginning of the 2001 academic year and a copy of the announcement was circulated and approved.

3. ROLE OF THE HEADMISTRESS

Subsequent to the Strategic Planning Workshop held on 13 May 2000, Council had requested the Headmistress to define the role of the Headmistress in sufficient detail to clarify the tasks she would be required to perform in leading the school towards the achievement of the strategic imperatives identified at the Workshop and endorsed by Council.

The Headmistress apprised Council of the process she had adopted in compiling her job specification and the benchmarks by which her performance could be measured. The Headmistress illustrated her presentation with slides centred on a draft Mission Statement distilled from suggestions made at the Strategic Planning Workshop and how the Headmistress proposed to implement it. Council directed that the slides be retained with these Minutes for purposes of periodical review of the strategic imperatives.

Council accepted the job description as presented with the assurance of Council's support and counselled the Headmistress to ensure that she had adequate human resources in her executive team to enable her to delegate with confidence and permit herself to concentrate on fulfilling the role identified in her presentation.

The Chairman would examine the Mission Statement and make such changes as may be desirable. This would be circulated to members of Council for approval.

4. **GOVERNANCE**

A Discussion Paper dated 20 June 2000 and a Supplementary Memorandum dated 31 July 2000 prepared by the Chairman on the composition of Council, having been circulated to members of Council, the Headmistress and the Bursar, were debated at length. Council expressed itself to be conscious of the risks and disadvantages of allowing various constituencies the privilege of nominating a member or members to serve on Council but recognised that the changed and changing socio-economic environment of which the school was part made it obligatory for Council to weigh the benefits of greater representivity and transparency against those risks.

Discussions centred on the admission of representatives of the parent body and the academic staff. Whilst Council considered that it was desirable, if not inevitable, that governance of the school should move towards full democratic principles, the sentiment was in favour of a gradual approach. This view was reinforced by the fact that once a right of representation was conferred it would be difficult to curtail it, notwithstanding the legal power of the Herschel Trust as shareholder.

Council was of the opinion that the introduction of elected parent representatives was fraught with less difficulty than in the case of staff. Although both categories could be subjected to pressure from their constituencies to, for example, reveal confidential issues debated at Council meetings, there was less scope for counter productive situations developing in the case of parents. Council had at all times included a number of current parents who, although not elected, nevertheless *ipso facto* shared the same perspectives as other current parents and their presence had not been found to limit debate nor had there been instances of violation of the fiduciary duty of confidentiality. Council felt that the calibre of parent who would be nominated as a representative would uphold those precepts. However, it was considered desirable to prescribe in unequivocal terms the duties of a Councillor so as to provide guidelines to incoming representatives and an *ad hoc* sub-committee consisting of the Chairman and Mr Vernon would draft and circulate a set of rules for comment and adoption by Council.

It was considered that the better option would be to allow TWO nominations from each school as this would obviate any single representative arrogating sole rights as spokesperson and would signal a desire on the part of Council to provide a meaningful voice to elected members and therefore to the parent body as a whole. Reservations concerning the swelling of numbers at Council meetings were outweighed by the need to do more than provide a token gesture. It was also decided that, having accepted the principle of representivity, the *ad hoc* sub-committee should investigate the electoral options and make recommendations to Council in that regard. At the same time the way in which Council's decision was announced and the timetable in respect of the introduction of the proposed electoral system would be examined and recommendations made, bearing in mind that amendments to the Trust Deed as referred to in the Chairman's papers would have to precede any election. There could, however, be an announcement of intention to introduce the system in 2001 and this could be used as a means of enhancing communications between Council and parents. The *ad hoc* committee would consider this.

It was also decided that Council's committee system be overhauled to render it more effective and that the co-option of parents and perhaps staff with specific skills onto committees without making them members of Council be looked into and recommendations made in that regard. This could also be expected to improve the interactions and relationship between Council and the parent body.

The issue of academic staff representation posed more intractable problems although the Headmistress indicated that there was some level of expectation in this regard. Council took the view that, whilst greater interaction with academic staff could be beneficial, it could not entertain direct electoral representation at this stage. The main reasons were that (1) staff representatives would be under pressure to act as a lobby for sectoral staff interests (2) debates at Council level which impinged on those interests could present the executive management with disciplinary problems (3) it could encourage undesirable and potentially divisive lines of communication between Council and staff, which would disrupt the normal chain of command (4) there would be no means of guaranteeing Council a sufficient level of comfort that self interest would not override the duty of confidentiality required of Councillors (5) many issues placed on Council agendas or opinions expressed at Council meetings were too sensitive to discuss with ordinary staff members present nor could they be permitted to vote on all proposals and this would effectively create two classes of Council members (6) it would not be possible to give elected staff representatives a vote without conferring votes on the Headmistress, Deputy Headmistress and Headmistress of the Preparatory (7) by allowing staff elected representatives, there would be at least five employees of the school at meetings and these, together with the parent representatives, would constitute an unacceptable majority on Council (8) staff interests were already represented on Council by senior management and staff were therefore not voiceless.

Council decided that proposals should come forward from the Headmistress on increasing formal contact between the academic staff and Council without thereby creating other forums which could either prove subversive of the existing management structure or become burdensome and time consuming. Some thought should also be given to improving contact with the student body. Council stressed, however, that the challenges of

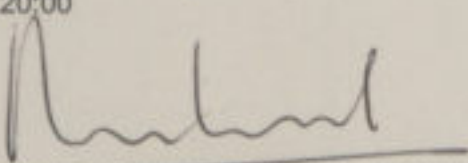
the new environment would put enough strain on Councillors without adding to the burden of persons giving their time to the school on a voluntary basis and that therefore any proposed interactions should take this into consideration.

It was agreed that the Old Herschelian Association should be invited by the Chairman to nominate a representative who for the present should be one of the two Old Herschelians currently members of the Council. On that nominee ceasing to be a member of Council the right of appointment of a representative would be formally recognised.

5. **DATE OF NEXT MEETING**

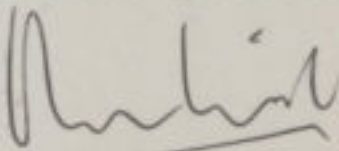
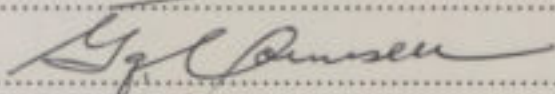
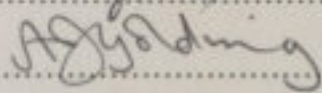
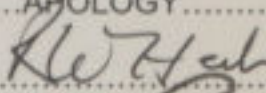
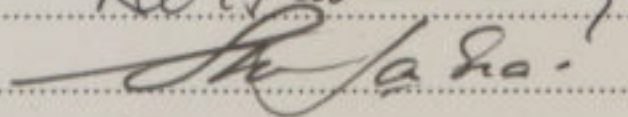
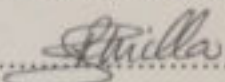
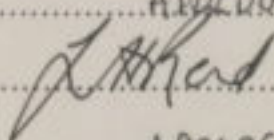
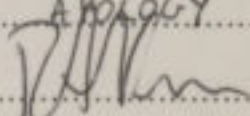
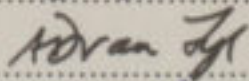
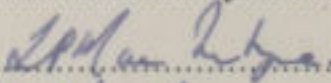
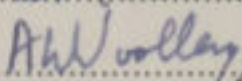
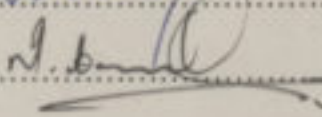
The next meeting would be held on Monday 21 August at 17:00

The meeting closed at 20:00

Confirmed: 

Date: 21-08-2000

HERSCHEL ASSOCIATIONCOUNCIL MEETING 21 AUGUST 2000ATTENDANCE REGISTER

D LOCH DAVIS.....	
REV G Q COUNSELL.....	
MRS A GOLDING.....	
R HAW.....	APOLOGY
R HENDRY.....	
COUNTESS LABIA.....	
S S MASEKO.....	APOLOGY
J MILLAR.....	
R PETERS.....	APOLOGY
MRS L REID.....	
MRS B SATTAR.....	APOLOGY
R VERNON.....	
PROF A WATSON.....	
MRS A D VAN ZYL.....	
MRS L MACINTYRE.....	
MRS A WOOLLEY.....	
M CONNOLLY.....	

HERSCHEL ASSOCIATION**MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY****ON MONDAY 21 AUGUST 2000 AT 17:00**

Present: Mr D. Loch Davis (In the Chair)
 Ven. G.Q. Counsell
 Mrs A. Golding
 Mr R. Hendry
 Countess Labia
 Mr J. Millar
 Mrs L. Reid
 Mr R. Vernon
 Prof A. Watson

In attendance: Mrs A.D. van Zyl
 Mrs L. MacIntyre
 Mrs A. Woolley
 Mr M. Connolly

Apologies: Mr R. Haw
 Mr S. Maseko
 Mr R. Peters
 Mrs B. Sattar

ACTION**1. OPENING**

The Chairman welcomed all those present.

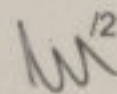
2. CONFIRMATION OF MINUTES

The minutes of the meetings held on 22 May 2000 and 7 August 2000, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.

3. GOVERNANCE: REPORT BACK

The Chairman thanked Mr Vernon for his draft circular to parents but proposed that the initial communication should only be a statement of intent in view of the legalities which still needed to be addressed.

After discussion it was agreed that a letter should be sent to parents indicating Council's in principle decision regarding elected representatives. It was further agreed that the other steps decided upon at the meeting on 7 August 2000 should be pursued as a broad fronted strategy. The Chairman would accordingly contact the OHA concerning nomination of a representative and the other initiatives would also proceed.

DLD/RV/AdvZ


ACTION**4. REPORT OF ACTING HEAD OF PREPARATORY SCHOOL**

Mrs Woolley highlighted various items in her report.

It was noted with pleasure that approximately 10% of the intake in Grade 1 for 2001 was from the black community.

It was agreed that, whilst acknowledging that City Council action was likely to be slow, the Arderne Gardens project should continue to be pursued vigorously. Mr Hendry undertook to take up with Mrs Irving the particular issue of the possibility of developing the land in Kenmar Crescent as a parking/stop and drop area.

RH/AW

It was noted that arrangements would be made for an opening ceremony in respect of the new Pre-Preparatory School facilities, probably in mid-September, depending upon the final completion date.

AW/ADvZ

4. REPORT OF HEADMISTRESS

The Headmistress highlighted various items from her report and distributed further papers in respect of the following:

- Copies of the presentation material on the role of the Headmistress, which was discussed at the previous meeting.
- Updated report on Outreach
- Summary of Dr Jane Hofmeyr's talk given to the ISASA Regional AGM on 14 August.

The Headmistress reported that, following further debate and discussions with Dr Jane Hofmeyr and other colleagues and associates, she was currently of the opinion that it was too soon to make a decision regarding a possible change to the IEB exit examination. It was noted that only 60% of independent schools were presently using the IEB examination (including local schools Bridge House and Somerset College – with Reddam commencing in 2001).

It was agreed that the possibility of obtaining accreditation for the 6 Schools Examination was an attractive one and should be encouraged.

After due discussion It was agreed that the decision on possible change of exit examination should be deferred for at least a year, and that the proposed meeting of parents on 11 September should be cancelled.

ADvZ

It was reported that the stained glass windows for the Chapel had been duly installed and that an appropriate service of dedication was to be arranged shortly.

ADvZ

5. BOARDING:THE FUTURE

The paper prepared by the Headmistress and the Bursar, circulated in June and subsequently endorsed by the Finance Committee, was duly considered and approved. It was accordingly agreed that the existing reduced boarding facility (providing a capacity of 22 weekly and 2 hotel boarding places) be continued indefinitely. It was further agreed that, should there be a decision in the future to cease the provision of the facility, this would be implemented in a phased manner.

It was noted that there appeared to be a possibility of increasing the boarding fees when comparing fees currently charged by other local schools. The Headmistress and Bursar would address this when making fees recommendations for 2001.

ADvZ/MC

It was agreed that the Chairman would write an appropriate letter to parents advising them of the decision to continue the scaled-down boarding facility.

DLD

6. BURSAR'S REPORT

- (a) The Bursar highlighted various items in his report, which, having been circulated, was duly approved.
- (b) The paper issued by the Bursar motivating that an Employer's Pension Contribution "Holiday" be taken for the final 5 months of 2000 had been endorsed by the Finance Committee and was duly approved. It was noted that the anticipated savings in 2000 would total approximately R470,000.

MC

7. ESTATE COMMITTEE REPORT

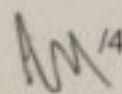
The report issued by Mr Hendry was duly noted and approved. The Headmistress outlined the proposals for enhancing the Mary Jagger Hall, which were currently being costed prior to submission for formal approval.

8. COMMUNICATIONS AND MARKETING COMMITTEE REPORT

Mrs Reid highlighted various items included in her report, which was duly noted and approved.

It was further noted that the Mission Statement was to be work-shopped with the staff during the week and then submitted to the Chairman for final editing and approval by Council.

ADvZ

/4

ACTION9. FAREWELL TO MRS MACINTYRE

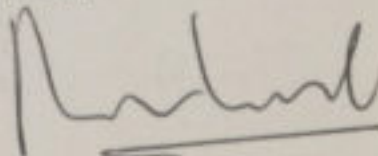
The Chairman observed that this was the final Council Meeting which would be attended by Mrs Lesley Macintyre, prior to her departure to take up her new post at St Stithian's. On behalf of the Council he thanked her for her great contribution to the Council, enriched by her delightful sense of humour, and wished her every success and happiness for the future.

10. DATE OF NEXT MEETING

The next scheduled meeting was on Monday 20 November. However, a further meeting would be convened prior to that date for the sole purpose of considering the budget for 2001. The Bursar would contact Council Members to determine the appropriate date thereof.

MC

The meeting closed at 19:10



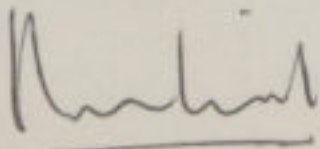
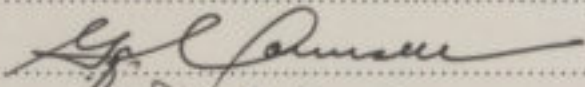
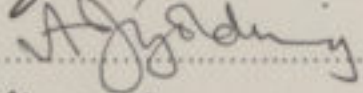
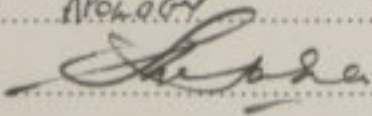
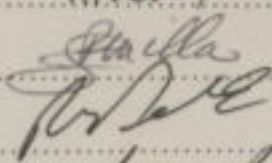
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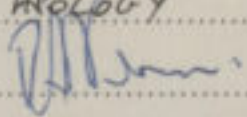
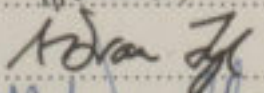
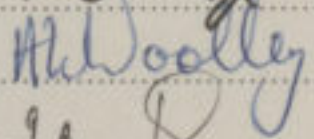
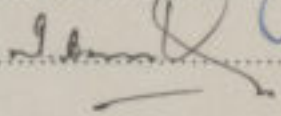
Date: 09-11-00

HERSCHEL ASSOCIATION

COUNCIL MEETING 9 NOVEMBER 2000

ATTENDANCE REGISTER


 D LOCH DAVIS.....

 VEN G Q COUNSELL.....

 MRS A GOLDING.....
 APOLOGY
 R HAW.....
 APOLOGY
 R HENDRY.....

 COUNTESS LABIA.....
 APOLOGY
 S S MASEKO.....

 J MILLAR.....
 R PETERS.....

 MRS L REID.....
 APOLOGY
 MRS B SATTAR.....

 R VERNON.....
 APOLOGY
 PROF A WATSON.....

 MRS A D VAN ZYL.....

 MRS A WOOLLEY.....

 M CONNOLLY.....

HERSCHEL ASSOCIATION

MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY

ON THURSDAY 9 NOVEMBER 2000 AT 17:00

Present: Mr D. Loch Davis (In the Chair)
 Ven. G.Q. Counsell
 Mrs A. Golding
 Countess Labia
 Mr J. Millar
 Mr R Peters
 Mrs L. Reid
 Mr R. Vernon

In attendance: Mrs A.D. van Zyl
 Mrs A. Woolley
 Mr M. Connolly

Apologies: Mr R. Haw
 Mr R Hendry
 Mr S. Maseko
 Mrs B. Sattar
 Prof A Watson

ACTION

1. OPENING

The Chairman welcomed all those present.

2. CONFIRMATION OF MINUTES

The minutes of the meeting held on 21 August, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.

3. RE-APPLICATION TO JOIN THE INDEPENDENT SCHOOLS ASSOCIATION OF SOUTHERN AFRICA ("ISASA")

It was RESOLVED that Mrs A D van Zyl in her capacity as Headmistress and Mr D Loch Davis in his capacity as Chairman of Council be duly authorised to sign the School's Application to join the Independent Schools Association of Southern Africa ("ISASA").

4. SALE OF STOCK UNITS – AMERICAN INTERNATIONAL GROUP INC

It was RESOLVED that either Mr D Loch Davis or Mr J Millar be authorised to sell, assign and endorse for transfer certificates representing stocks, bonds, or other securities now registered in the name of Herschel Association.

ACTION**5. BURSAR'S REPORT**

The report circulated by the Bursar was discussed and duly approved.

It was noted that it was currently estimated that the loss for the year to December 2000 would be R133,000, which was R176,000 less than budgeted. However, this would have been considerably worse had not the benefit of R415,000 been obtained from the employer's pension contribution holiday. The Bursar confirmed that attention was being given to areas in which significant adverse variances were being experienced – notably telephone and printing and stationery costs.

MC

It was noted that total capital expenditure was expected to be on budget overall at the end of the year.

The cash flow and balance sheet forecasts were noted and approved. It was estimated that cash at bank at 31 December would be R557,000.

The budget proposals for 2001 were considered at length. The budgeted net loss for 2001 was R244,000 after charging a fees contingency of R240,000 and crediting R485,000 in respect of the employer's pension contribution holiday. The key issue was agreed to be that of maximising the enrolment and every possible effort was being made to improve this. The Bursar was also urged to effect the maximum possible cost savings to minimise the projected loss.

After due debate and with concern regarding the projected loss, approval was given to the budget proposals, including the income and expenditure, capital expenditure, cash flow and balance sheet forecasts.

Approval was given to a recommendation from the Finance Committee that the salaries of Administration staff and Academic staff be increased by 8% and 4% respectively on 1 January 2001. It was noted that the Academic staff had received an increase of 8% in July 2000; the January 2001 increment would give effect to the agreed policy of reviewing both Academic and Administration staff salaries in January each year in future.

MC**6. CONTRACT FOR ROOF REPAIRS**

Approval was given to a recommendation from the Finance Committee that a contract to the value of R249,250 be awarded to Messrs Leith Roofing (Pty) Ltd to undertake the replacement of existing mazista slates with fibre cement tiles on the roof of the Senior School. The costs would be charged firstly against the specific balance sheet provision of R140,000 with the balance of R110,000 against the General Maintenance Reserve (currently standing at R150,000). Work would be commenced as soon as possible.

MC

7. GOVERNANCE

(a) Proposed amendments to the Trust Deed

The Chairman confirmed that proposed amendments to the Trust Deed, which would enable Council and the Trustees to give effect to the desired provision for election of representatives of the parent body to Council, had been approved in principle with the appropriate Government Departments. The required joint meeting of Council and the Trustees to formally approve the draft notarial deed of amendment of the notarial deed of trust would be held at the conclusion of the meeting.

(b) Appointment of Old Herschelians to Council

Mrs P Crawley was unanimously appointed a Member of Council.

(c) Progress report by Chairman

The Chairman reported back on progress made to date by the ad hoc Committee comprising Mr Vernon and himself. It was proposed to facilitate the formation of Parent Associations at the Preparatory and Senior Schools and that these should, inter alia, act as electoral colleges for the election of parent representatives to Council. It was proposed to "cap" the length of service of such Council members – probably to 5 years – in order to ensure the desired regular infusion of fresh blood into Council.

The Chairman and Mr Vernon were drafting a letter to go out to parents early in the new year, explaining the proposals. The draft would be circulated to Council for comments prior to despatch. A timetable would be drawn up for a series of parents' meetings – the first of which would probably be scheduled three weeks into the first term in order to give time for parents of the new intake to settle into Herschel. A note on further progress on the project would be issued to Council before the end of the year.

DLD

8. MEETINGS DATES FOR 2001

A list of proposed meetings dates for 2001 was circulated and Council Members were requested to check their diaries prior to the next meeting in order that these could then be finalised.

ACTION

9. DATE AND CHAIRMANSHIP OF NEXT MEETING

Mr Loch Davis apologised that he was unable to attend the next meeting, scheduled for 20 November, as he would be overseas. It was unanimously agreed that Mr Millar should chair this meeting in his stead.

JM

The meeting closed at 19:15

Confirmed:

.....*Stella*.....

Date:

.....*20 November 2000*.....

HERSCHEL ASSOCIATION
COUNCIL MEETING 20 NOVEMBER 2000
ATTENDANCE REGISTER

D LOCH DAVIS.....	Apology
VEN G Q COUNSELL.....	G. Counsell
MRS P CRAWLEY.....	P. Crawley
MRS A GOLDING.....	A. Golding
R HAW.....	R. Haw
R HENDRY.....	R. Hendry
COUNTESS LABIA.....	Apology
S S MASEKO.....	S. Maseko
J MILLAR.....	J. Millar
R PETERS.....	R. Peters
MRS L REID.....	L. Reid
MRS B SATTAR.....	B. Sattar
R VERNON.....	R. Vernon
PROF A WATSON.....	A. Watson
MRS A D VAN ZYL.....	A. D. van Zyl
MRS A WOOLLEY.....	A. Woolley
M CONNOLLY.....	M. Connolly

HERSCHEL ASSOCIATIONMINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARYON MONDAY 20 NOVEMBER 2000 AT 17:00

Present: Mr J Millar (In the Chair)
 Ven. G.Q. Counsell
 Mrs P Crawley
 Mrs A. Golding
 Mr R Haw
 Mr R Hendry
 Mr S Maseko
 Mr R Peters
 Mrs L. Reid
 Mrs B Sattar
 Mr R. Vernon
 Prof A Watson

In attendance: Mrs A D van Zyl
 Mrs A Woolley
 Mr M Connolly

Apologies: Mr D Loch Davis
 Countess Labia

ACTION1. OPENING

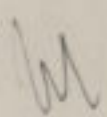
The Chairman welcomed all those present and particularly Mrs Pru Crawley, who was attending her first Council Meeting.

2. CONFIRMATION OF MINUTES

The minutes of the meeting held on 9 November, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.

3. MATTERS ARISINGProposed amendments to the Trust Deed

It was noted that the required joint meeting of Council and Trustees to formally approve the draft notarial deed of amendment of the notarial deed of trust was not held as planned on 9 November due to there not being a required quorum of 10. The meeting would be held at the conclusion of this meeting.



ACTION4. REPORT OF ACTING HEAD OF PREPARATORY SCHOOL

Mrs Woolley highlighted various items contained in her report.

It was noted that Mrs Thandi Mpambo had now decided NOT to take up the post of teaching Xhosa at the Preparatory and Senior Schools.

It was agreed that a sub-committee be formed to drive the process of application to the City Council to lease part of the Arderne Gardens and part of the land currently leased by Western Province Preparatory School. The sub-committee would comprise Ven G Counsell, Mr R Haw, Mrs B Sattar and Mr R Vernon.

GC/ RH/
BS/ RV

Mr Millar thanked Mrs Woolley warmly for the great work she had done at the Preparatory School since the death of Mrs Thompson and wished her every success with Herschel in the future. Mrs Woolley read a prepared statement of appreciation and assured Council of her continuing professional response to the challenges and changes which lay ahead.

5. REPORT OF HEADMISTRESS

The Headmistress highlighted various contents of her report.

The Headmistress underlined the contribution made by Mrs Woolley and expressed her great appreciation. She also paid tribute to Mrs D Baws who had acted as Senior Teacher during the third term. It was agreed that putting staff into acting posts of such seniority provided extremely useful experience both to the staff themselves and to Management.

Particular attention was drawn to the need to continue and expand the marketing activities which were key to addressing the vital issue of ensuring maximum enrolment of pupils in the future.

The attraction and retention of top flight staff was also key to the future of Herschel and it was agreed that a sub-committee comprising Mr R Haw, Mr R Vernon and Prof A Watson be appointed to examine the issue of staff remuneration and other conditions of employment and to make appropriate recommendations to Council.

RH/ RV/ AW

It was noted that, following the retirement of the Estate Manager, Mr Pawinski, a major reorganisation of the estate management was being implemented, including the appointment of Mr A Scott as Operations Manager.

ACTION

The Status Report on Herschel's Diversity Policies was discussed at length. It was agreed that there was a need to set firm targets for the future, recognising, however, that there were particular difficulties being experienced in the area of recruitment from designated groups. It was noted that targets would be included in the Employment Equity Report due to be submitted to the Employment Equity Registry on 1 December and reports on progress against these targets would be made to Council in due course.

ADvZ

The Bursar reported that he expected that the target of putting 10% of the annual discretionary spend on goods and services with designated group owned companies would be achieved in 2000 (this compared with 3% in 1999).

It was noted that the Staff Forum had prepared a Skills Development Plan ready for submission to the Department of Labour on 1 December.

6. ESTATE COMMITTEE REPORT

The report of the Estate Committee, having been circulated, was duly approved.

It was noted that with regard to the repair of the Home Economics Room floor, it was essential that maximum flexibility of furnishings was catered for. Consideration would be given to the possibility of installing a concrete floor.

RH

Every effort would be made to ensure that contractors for projects were either owned by designated groups or used sub-contractors from designated groups.

RH/ MC

It was agreed that the provision of air-conditioning in the Administration Office was essential and should be given maximum priority.

RH/ MC**7. PLANNING COMMITTEE REPORT**

Mr Peters, Mr Hendry and Mrs Reid had met with Mrs van Zyl on 15 November to discuss the School Architect's proposals and outline costings for the renovations of the Mary Jagger Hall. They were unhappy about some of the proposed features – notably the lighting and stage – and were also considerably concerned regarding the high estimated costs.

It was agreed that an early meeting with the Architect would be arranged, at which the concerns would be duly discussed.

ADvZ

ACTION

It was noted that the School Architect, Mrs N Irving, was planning to emigrate shortly. A sub-committee comprising the Headmistress, Mrs Reid and Mr Hendry undertook to identify suitable candidates to take her place. **ADvZ/ LR/ RH**

8. **COMMUNICATIONS AND MARKETING COMMITTEE REPORT**

Mrs Reid highlighted various items in her report.

It was noted that the proposed concert to be held in Kirstenbosch was potentially of huge publicity value. There was currently some doubt regarding the sponsorship availability (some R50,000 was required) and clearly this needed to be resolved quickly.

It was agreed that charges to pupils for awards badges be discontinued forthwith.

MC

It was agreed that a walk-about of the School premises should be organised to take place 1 hour before the next Council Meeting (scheduled for 26 February 2001).

ADvZ

9. **STAFF FORUM CONSTITUTION**

The draft Staff Forum Constitution had been circulated to Council prior to the meeting. Mr Maseko expressed concerns about several technical points in the document but particularly in respect of Section 6.1 in that he felt that the Forum should be a consultative body rather than one which took the responsibility of decision-making – albeit that the latter was confined to matters set out in the Employment Equity Act. Council were in agreement and it was decided that Mr Maseko would meet with Mr van Staden, the Chairperson of the Staff Forum, with the objective of amending the Staff Forum Constitution, to allay the concerns, prior to submitting it for Council's approval.

SM

10. **GENERAL**

Mrs Sattar expressed her apologies to Council for the number of her absences from recent meetings, due to work related and personal reasons.

ACTION**11. PROPOSED MEETINGS DATES - 2001**

Approval was given to the proposed meetings dates for 2001 as follows:

Council: 26 February; 21 May; 20 August; 12 November; 19 November

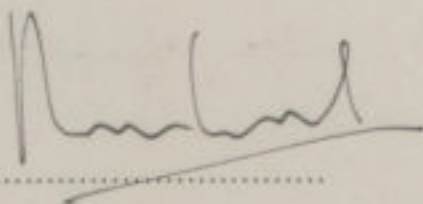
Finance: 12 February; 7 May; 6 August; 17 September; 5 November

12. DATE OF NEXT MEETING

The next meeting would be held on Monday 26 February 2001.

The meeting closed at 19:00

Confirmed:



Date:

26-02-2001

MINUTES OF A JOINT MEETING OF THE MEMBERS OF THE COUNCIL OF THE HERSCHEL ASSOCIATION (REGISTRATION NO.1904/02102/08) AND THE TRUSTEES OF THE HERSCHEL TRUST (NO.T429/88) HELD AT HERSCHEL GIRLS SCHOOL ON MONDAY 20 NOVEMBER 2000 AT 19:00

Present : Mr J Millar (Trustee - in the Chair)
 Ven G Q Counsell
 Mrs P Crawley
 Mrs A Golding
 Mr R Haw
 Mr R Hendry
 Mr S S Maseko
 Mr R Peters (Trustee)
 Mrs L Reid (Trustee)
 Mrs B Sattar
 Mr R Vernon
 Prof A Watson

In attendance: Mrs A D van Zyl
 Mrs A Woolley
 Mr M Connolly (Secretary and Public Officer)

Apologies: Mr D Loch Davis
 Countess Labia

The Council and the Trustees considered that it was desirable to make provision for the election of representatives of the parent body to the Council. This innovation was motivated by the provisions of the Schools Act 1996 which, although not applicable to Herschel Girls School, nevertheless established principles to which, in the opinion of the Council and the Trustees, all schools should seek to conform as far as possible.

The Trust is the effective beneficial owner of all the shares in the Herschel Association and, in view of the intention to provide for elected representation, it was considered anomalous for a Council which might comprise members appointed by persons other than the beneficial owner (namely the Trust) to be able to terminate the Trust or substantially affect the carrying out of its objectives. The potential for a conflict of interest could be avoided by amendments proposed to the Deed of Trust which would ensure the integrity of the Trust and render it free from undue influence from a Council which might have short term interests divergent from those of the Trust.

IT WAS ACCORDINGLY RESOLVED THAT -

(A) Amendment of Deed of Trust

The Notarial Deed of Trust executed on 20 May 1988 (hereinafter referred to as "the Founding Deed") and subsequently amended by Notarial Deeds of Amendment executed on 5 February 1991 and 20 September 1995 respectively be and is hereby amended as follows :-

1. Preambles (e) and (g) of the Founding Deed are deleted.

2. Clause 4.1.8 of the Founding Deed is deleted and the following clause substituted in its stead -

"4.1.8 to provide for such other purposes as may further the objects of the Trust and the exercise of the powers of the trustees".

3. Clause 9.1 of the Founding Deed is amended by the substitution of all the words after the word "resolve" by the following words, namely: "provided however that the trustees shall cause minutes to be made in respect of proceedings and decisions of the trustees and recorded in a minute book kept for that purpose".

4. Clause 14 of the Founding Deed is deleted and the following clause substituted in its stead -

"14. The Trust shall terminate if Herschel ceases to be an educational institution of a public character and the trustees with the consent of the Council resolve that the Trust be wound up".

5. Clause 15.1 of the Founding Deed is amended to read as follows :

"15.1 On termination of the Trust in terms of 14 the trustees with the consent of the Council shall first realise such assets of the Trust as may be deemed necessary and thereafter all the assets of the trust, whether capital or revenue, shall be transferred to institutions within the Republic of South Africa designated by the trustees, which are authorised to collect contributions in terms of the Nonprofit Organisations Act 1997 (Act No.71 of 1997) and are exempt in terms of section 10(1)(f) and section 56(l)(i) and (j) of the Income Tax Act, 1962 (Act No.58 of 1962), and in terms of section 4(H) of the Estate Duty Act, 1955 (Act No.45 of 1955) or any statutory modification or substitution of the said statutory enactments from time to time in force".

6. Clause 15.2 of the Founding Deed is amended to read as follows :

"15.2 In the event referred to in 15.1, all the trustees holding office at the date of such decision shall notwithstanding anything hereinbefore contained continue to hold office until the final dissolution of the Trust and shall fill by co-option any vacancies which may from time to time occur among their members".

7. Clause 16 of the Founding Deed is hereby amended as follows :

- (a) by the substitution of the Nonprofit Organisations Act 1997 (Act No.71 of 1997) for the Fund Raising Act (Act No.107 of 1978) in lines three and four of that clause;
- (b) by the insertion of the words "without the unanimous consent of the trustees and the Council or" after the word "altered" in line seven of that clause;
- (c) by the substitution of the Director, Nonprofit Organisations and the Commissioner for the South African Revenue Service for the Director of Fund Raising and the Commissioner for Inland Revenue respectively in lines 16 and 17 and the deletion of the words "for approval prior to adoption" in line 17 of that clause.

(B) Appointment of Signatory

Mr D J Loch Davis, in his capacity as chairman of the Council of the Herschel Association and Chairman of the Board of Trustees of the Herschel Trust, be and is hereby authorised and directed to sign and execute a Notarial Deed of Amendment of the Notarial Deed of Trust executed on 20 May 1988 (as amended) for and on behalf of the Herschel Association and the Herschel Trust, incorporating the amendments set forth in the foregoing resolution (A) and to do all such things and sign all such other documents as may be necessary to give effect thereto.

Confirmed:.....



Date:.....

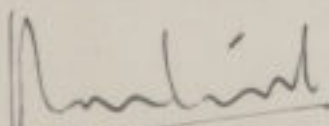
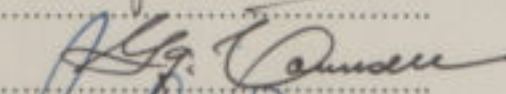
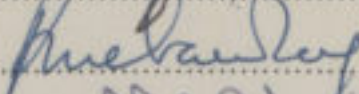
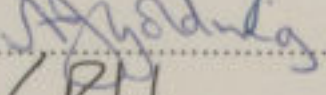
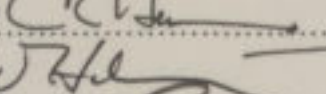
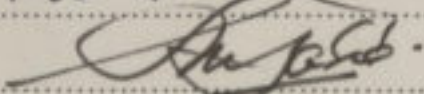
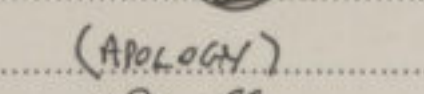
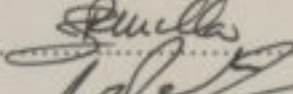
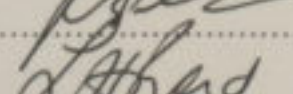
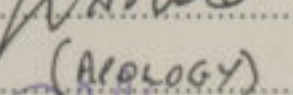
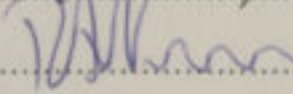
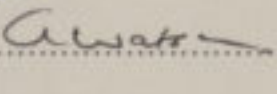
14 December 2000

**JOINT RESOLUTION OF THE COUNCIL OF THE HERSCHEL ASSOCIATION
(REGISTRATION NO. 1904/2102/08) AND THE TRUSTEES OF THE HERSCHEL
TRUST (NO. T429/88) - 14 DECEMBER 2000**

**CONFIRMATION OF MINUTES OF JOINT MEETING HELD ON 20 NOVEMBER
2000**

The minutes of the Joint Meeting of Herschel Association and The Herschel Trust held on 20 November 2000 had been duly circulated and approved by the attendees. Accordingly it was RESOLVED that Mr J Millar be duly authorized to sign the minutes in confirmation that they were a correct record of the proceedings.

Signed:

..... 	Mr D Loch Davis, Chairman
..... 	Ven G Q Counsell
..... 	Mrs P Crawley
..... 	Mrs A Golding
..... 	Mr R Haw
..... 	Mr R Hendry
..... 	Countess Labia
..... (APOLOGY)	Mr S Maseko
..... 	Mr J Millar
..... 	Mr R Peters
..... 	Mrs L Reid
..... (APOLOGY)	Mrs B Sattar
..... 	Mr R Vernon
..... 	Prof A Watson

HERSCHEL ASSOCIATION

RESOLUTION OF THE COUNCIL - 14 DECEMBER 2000

TRUSTEES OF HERSCHEL GROUP PENSION SCHEME

It was noted that the term of office of the existing Council-appointed ("Employer's) Trustees of the Herschel Group Pension Fund had expired in October 2000. All of the appointees had indicated their willingness to continue to serve. Accordingly it was RESOLVED that the following be duly re-appointed to their respective offices:

Mr J Millar	-	Trustee
Mr R Peters	-	Trustee
Prof A Watson	-	Alternate Trustee to Mr R Peters

Signed:

Mr D Loch Davis, Chairman

Ven G Q Counsell

Mrs P Crawley

Mrs A Golding

Mr R Haw

Mr R Hendry

Countess Labia

Mr S Maseko

Mr J Millar

Mr R Peters

Mrs L Reid

Mrs B Sattar

Mr R Vernon

Prof A Watson

HERSCHEL ASSOCIATION

COUNCIL MEETING 26 FEBRUARY 2001

ATTENDANCE REGISTER

D LOCH DAVIS.....
 VEN G Q COUNSELL.....
 MRS P CRAWLEY.....
 MRS A GOLDING.....
 R HAW.....
 R HENDRY.....
 COUNTESS LABIA.....
 S S MASEKO.....
 J MILLAR.....
 R PETERS.....
 MRS L REID.....
 MRS B SATTAR.....
 R VERNON.....
 PROF A WATSON.....
 MRS A D VAN ZYL.....
 MRS L CLARKE.....
 MRS B TALJARD.....
 M CONNOLLY.....

HERSCHEL ASSOCIATION**MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY****ON MONDAY 26 FEBRUARY 2001 AT 17:00**

Present: Mr D J Loch Davis (In the Chair)
 Ven. GQ Counsell
 Mrs P A Crawley
 Mrs A J Golding
 Mr C R Haw
 Mr R W Hendry
 Countess Labia
 Mr J R Millar
 Mr R C H Peters
 Mrs L H Reid
 Mr R A Vernon
 Prof A Watson

In attendance: Mrs A D van Zyl
 Mrs L C Clarke
 Mrs B A Taljard
 Mr M Connolly

Apologies: Dr S S Maseko
 Mrs B Sattar

ACTION**1. OPENING**

The Chairman welcomed all those present.

2. CONFIRMATION OF MINUTES

- (a) The minutes of the meeting held on 20 November 2000, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.
- (b) The Joint Resolution of Council and the Trustees of the Herschel Trust dated 14 December 2000 relating to the confirmation of minutes of the Joint Meeting held on 20 November 2000 was duly noted.
- (c) The Resolution of Council dated 14 December relating to the appointment of Employer's Trustees of the Herschel Group Pension Fund was duly noted.

ACTION**3. MATTERS ARISING**

- (a) Application to City Council re Arderne Gardens and part of land leased by WP Preparatory School

It was noted that sub-committee comprising Mrs B Sattar, Ven G Counsell, Mr R Haw and Mr R Vernon had not yet met to discuss the application made to the City Council. It was agreed that the Bursar would contact Mrs Sattar and ask her to convene a meeting as soon as possible.

MC/ BS

- (b) Examination of staff remuneration and conditions of employment

Mr Vernon undertook to convene a meeting of the sub-committee comprising Mr R Haw, Prof A Watson and himself as soon as possible.

RV**4. REPORT OF HEAD OF PREPARATORY SCHOOL**

Mrs Taljard highlighted various items contained in her report. and confirmed that she felt she was settling in well at the School.

The Chairman complimented Mrs Taljard for the high quality of her report and congratulated her upon the enthusiasm and professionalism which she had brought to the School.

5. REPORT OF HEADMISTRESS

The Headmistress highlighted various contents of her report.

It was agreed that the Headmistress should form an ad hoc Education Committee to address urgent educational matters. It was suggested that Prof Watson and Dr Maseko should join the Committee and that appropriate assistance from persons outside the Council be sought in due course, provided that fiduciary and confidentiality restrictions were in place. **ADvZ/SM/AW**

The Headmistress mentioned that she would welcome assistance from Council members in the forthcoming interviews of applicants for the post of her Personal Assistant, following the resignation of Mrs Garlick.

It was noted that consideration would be given to organising appropriate celebrations in 2002 to mark the 80th anniversary of the founding of Herschel.

ADvZ

It was agreed that the topic of Outreach merited a specific item on the agenda for future meetings.

ADvZ/MC

ACTION

It was noted with pleasure and much appreciation that over R50,000 had been raised by the Herschel Fundraising Committee during February.

The Chairman and Council warmly congratulated the Headmistress and her staff on the outstanding Matriculation results for 2000.

6. BURSAR'S REPORT

The report circulated by the Bursar was discussed and duly approved.

It was agreed that the Estate and Planning Committees should consider the position regarding the small properties in Herschel Road and Kenmar Crescent and make recommendations as to their future use.

RP

7. ESTATE COMMITTEE REPORT

The report of the Estate Committee, having been circulated, was duly approved.

It was agreed that, in future reports, reference should be made to comparisons against budget, particularly regarding major items.

RH/MC

It was noted that a report was being obtained regarding the spalling of concrete over some of the external walkways of the Senior School.

RH

8. PLANNING COMMITTEE REPORT

On Saturday 24 February members of Council had been on a walk-about of the School and had concerned themselves particularly with studying a motivation prepared by Mrs Taljard for the building and establishment of an additional nursery classroom and pre-nursery classrooms at the Preparatory School. The concept was approved in principle and it was agreed that the project should be given top priority in view of its strategic importance to potential future pupil intake.

The Estate and Planning Committees would oversee the initial progressing of the project. Outline plans would need to be submitted to the City Council for its approval in principle. Detailed costings would then be prepared for consideration by the Finance Committee.

ADvZ/BT/MC/LR/RH/RH

It was noted that the project could well be seen by the local community as one which would exacerbate the existing traffic flow problem in Kenmar Crescent. Every effort would be made to market the steps being taken by the School to alleviate the position.

ADvZ/BT

ACTION**9. COMMUNICATIONS AND MARKETING COMMITTEE**

Mrs Reid highlighted various items in her report.

It was agreed that the School Video was outstanding and would undoubtedly be an extremely potent marketing tool. Congratulations were offered to all those concerned with its production.

In general it was agreed that the quality of the School marketing had improved considerably over the past year, thanks mainly to Mrs Grobler backed by a very competent and enthusiastic Communications and Marketing Committee.

It was agreed that Mrs Crawley should join the Communications and Marketing Committee.

ADvZ**10. COMMITTEE STRUCTURES**

It was agreed that, once the new members of Council nominated by the respective Parents' Association bodies were in place, it would be appropriate to review the whole sub-committee structure. Mr Haw suggested that, as part of the review, consideration be given to forming a Sports sub-committee in view of the importance of this aspect of the School's activities.

ADvZ/RH**11. PARENTS' ASSOCIATIONS**

Disappointment was expressed over the lack of numbers attending the recent inaugural meetings of the respective Senior and Preparatory School Parents' Associations. However, it was agreed that their formation was an essential step in the process of democratising the School's governance. The nominations of parents to serve on the executive committees of the respective Associations were currently awaited, after which the Bursar would arrange for elections (if necessary). The Bursar would then be responsible for convening meetings of those executive committees, at which, *inter alia*, nominations of 4 members of Council (2 from each Association) would be determined, subject to consultation with the Chairman of Council.

MC/DLD**12. STAFF FORUM CONSTITUTION**

The draft Constitution of the Staff Forum had been amended following the input of Mr Maseko, as agreed at the Council Meeting held on 20 November 2000, and it was duly approved for signature by the Chairman. **DLD**

ACTION13. GENERAL(a) Correspondence with Mr R Suttle

The Chairman appraised Council of correspondence between Mr R Suttle and himself regarding the non-use of an apostrophe in the title of "Herschel Girls School". Council fully supported the Chairman and the matter was considered closed.

(b) Correspondence with Mr M Scott

It was reported that Mr M Scott, together with 2 other parents, had requested the provision of copies of the Association's latest Financial Statements and the Budget for 2001. It was agreed that Mr Scott would be advised that such information was not available for distribution, being confidential to Council Members. He would be informed, however, that Council will be considering a new format for notices of future fee increases.

MC

(c) Old Herschelians – financial assistance

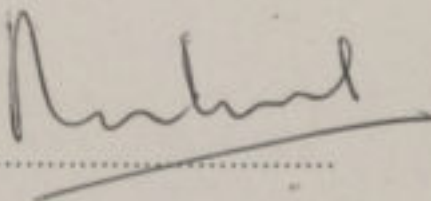
Mrs Crawley asked whether Council would consider providing financial assistance to the Old Herschelians, whose subscription income was not currently covering their costs. Whilst being sympathetic to the position, it was agreed that there was a need for the Old Herschelians' activities to be self-funding and that it would not be appropriate for parents' fees to be used to pay for them. If, however, the Old Herschelians were able to come forward with a project from which the School would derive undoubted value, the specific funding thereof could be considered.

14. DATE OF NEXT MEETING

The next meeting would be held on Monday 21 May 2001.

The meeting closed at 19:15

Confirmed:



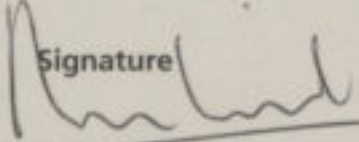
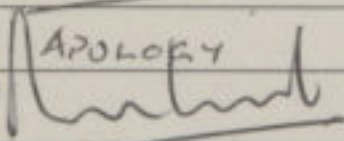
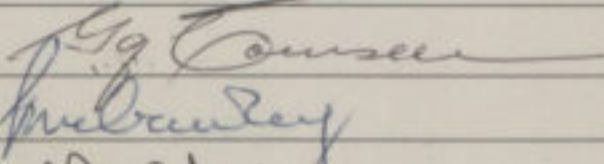
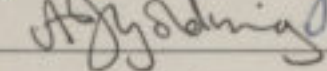
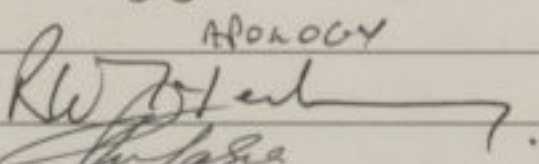
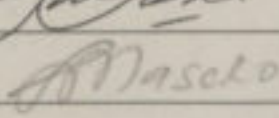
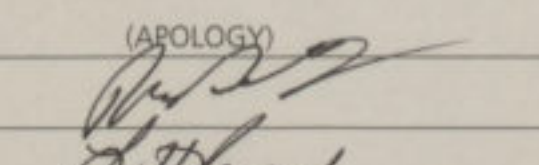
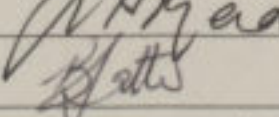
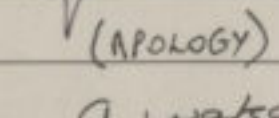
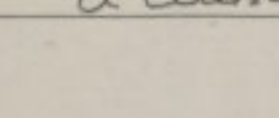
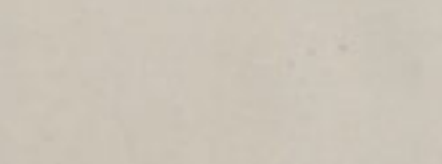
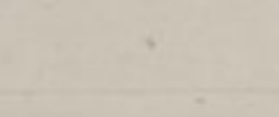
Date:

21-05-2001

HERSCHEL ASSOCIATION
ANNUAL GENERAL MEETING 21 MAY 2001

ATTENDANCE REGISTER AND
AGREEMENT TO SHORT NOTICE

In terms of Clause 5.1 of the Association's Articles of Association, we the undersigned members, being a majority in number and together representing more than ninety-five per cent of the total voting rights of all members having the right to attend and vote at general meetings of the Association, do hereby agree to the Annual General Meeting to be held on 21 May 2001 being called by shorter notice than that specified in the said Clause 5.1 of the Articles of Association.

Member	No of Shares	Signature
The Herschel Trust	4961	
The Archdiocese of Cape Town	1	APOLGY 
D J Loch Davis	1	
Ven G Q Counsell	1	
Mrs P A Crawley	1	APOLGY 
Mrs A J Golding	1	
C R Haw	1	APOLGY 
R W Hendry	1	
Countess Labia	1	
S S Maseko	1	
J R Millar	1	(APOLOGY) 
R H C Peters	1	
Mrs L H Reid	1	
Mrs B Sattar	1	
R A Vernon	1	(APOLOGY)
Prof A Watson	1	A Watson -

4976

Cape Town
21 May 2001

HERSCHEL ASSOCIATION

MINUTES OF ANNUAL GENERAL MEETING HELD IN THE HERSCHEL

LIBRARY ON MONDAY 21 MAY 2001 AT 16:45

PRESENT: Mr D J Loch Davis (In the Chair and representing The Herschel Trust)
 The Ven G Q Counsell
 Mrs P A Crawley
 Mrs A J Golding
 Mr R W Hendry
 Countess Labia
 Dr S S Maseko
 Mr R H C Peters
 Mrs L. H Reid
 Mrs B Sattar
 Prof A Watson

IN ATTENDANCE: Mr M Connolly (Secretary)

APOLOGIES: The Archdiocese of Cape Town
 Mr C R Haw
 Mr J R Millar
 Mr R A Vernon

NOTICE

It was agreed that the notice of meeting, which had been circulated, be taken as read. The Chairman confirmed that all present, being the requisite majorities, had signed a consent to short notice, that there was a quorum present and accordingly the meeting was duly constituted in terms of the Articles of Association.

MINUTES OF PREVIOUS MEETING

The minutes of the previous Annual General Meeting held on 22 May 2000, having been circulated, were taken as read and duly approved and signed as a correct record of the proceedings.

2000 ANNUAL FINANCIAL STATEMENTS

The 2000 Annual Financial Statements together with the auditors' report thereon, having been circulated, were taken as read and unanimously approved.

It was agreed that the Chairman and Mr R H C Peters would sign the Council's Report on behalf of the Council.

RETIREMENTS AND ELECTION OF COUNCILLORS

- (a) Having been proposed by Mr D J Loch ^{Davis} and duly seconded by Mrs L H Reid it was unanimously resolved that retiring councillors who offer themselves for re-election be elected by means of a single resolution. Accordingly, having been duly proposed and seconded as previously, the following councillors who retired in terms of the Association's Articles of Association and being eligible for re-election, were re-elected councillors:-

Ven G Q Counsell
Mrs A J Golding

Mr R A Vernon
Mrs P A Crawley

- (b) It was noted with regret that Mr R W Hendry, who retired by rotation in accordance with the Articles of Association, had indicated that he was not standing for re-election.
- (c) It was noted that Mr R H C Peters had indicated that he wished to retire from Council with immediate effect and his resignation was accepted with regret.
- (d) It was proposed by Mr D J Loch Davis and seconded by Mrs L H Reid that the following additional Councillors who had been nominated by the respective Herschel Senior and Preparatory School Parents' Associations be duly elected as Councillors by means of a single resolution:

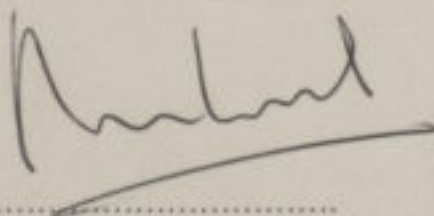
Mrs B A Doyle
Dr C T Hugo-Hamman

Mrs S Stelzner
Mrs E F Whitehead

RE-APPOINTMENT OF AUDITORS

It was unanimously resolved that Ernst and Young be re-appointed auditors to the Association and that the fixing of their remuneration be left in the hands of the Finance Committee. A vote of thanks to the auditors for their services was recorded.

There being no further business, the meeting terminated with a vote of thanks to the Chair.



CONFIRMED:

DATE:

20-08-2001

HERSCHEL ASSOCIATION

COUNCIL MEETING 21 MAY 2001 AT 17:15

ATTENDANCE REGISTER

D J LOCH DAVIS.....	<i>[Signature]</i>
VEN G Q COUNSELL.....	<i>[Signature]</i>
MRS P A CRAWLEY.....	<i>[Signature]</i>
MRS B A DOYLE.....	<i>[Signature]</i>
MRS A J GOLDING.....	<i>[Signature]</i> (APOLOGY)
C R HAW.....	<i>[Signature]</i>
R W HENDRY.....	<i>[Signature]</i>
C T HUGO-HAMMAN.....	<i>[Signature]</i>
COUNTESS LABIA.....	<i>[Signature]</i>
S S MASEKO.....	<i>[Signature]</i>
J R MILLAR.....	(APOLOGY)
~~R H L PETERS~~	<i>[Signature]</i>
MRS L H REID.....	<i>[Signature]</i>
MRS B SATTAR.....	<i>[Signature]</i>
MRS S STELZNER.....	<i>[Signature]</i>
R A VERNON.....	<i>[Signature]</i> (Item 8(b) only on 25) (APOLOGY)
PROF A WATSON.....	<i>[Signature]</i>
MRS E F WHITEHEAD.....	<i>[Signature]</i>
M CONNOLLY (Secretary).....	<i>[Signature]</i>
MRS A D VAN ZYL (Headmistress) – by invitation.....	<i>[Signature]</i>
MRS L C CLARKE (Deputy Head) – by invitation.....	<i>[Signature]</i>
MRS B A TALJARD (Head of Preparatory) – by invitation.....	<i>[Signature]</i>

HERSCHEL ASSOCIATION**MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY****ON MONDAY 21 MAY 2001 AT 17:15**

Present: Mr D J Loch Davis (In the Chair)
 Ven. G Q Counsell
 Mrs P A Crawley
 Mrs B A Doyle
 Mrs A J Golding
 Mr R W Hendry (co-opted)
 Dr C T Hugo-Hamman
 Countess Labia
 Dr S S Maseko
 Mr R H C Peters (co-opted)
 Mrs L H Reid
 Mrs B Sattar
 Mrs S Stelzner
 Mr R A Vernon (Item 8(b) onwards)
 Prof A Watson
 Mrs E F Whitehead

In attendance: Mrs A D van Zyl
 Mrs L C Clarke
 Mrs B A Taljard
 Mr M Connolly

Apologies: Mr C R Haw
 Mr J R Millar

ACTION**1. OPENING**

The Chairman welcomed all those present.

2. RETIREMENTS AND RE-ELECTIONS OF COUNCILLORS

The Chairman confirmed that at the Annual General Meeting held immediately before the Council Meeting:

- (a) Ven G Q Counsell, Mrs A J Golding, Mr R A Vernon and Mrs P A Crawley had retired in accordance with the Articles of Association and been duly re-elected as Councillors.
- (b) Mr R W Hendry and Mr R H C Peters had retired and indicated that they would not be standing for re-election.

The Chairman reported that Mr Hendry and Mr Peters had indicated that they would accept being co-opted in order to be able to continue to serve on the respective Estate, Planning and Finance Committees whilst the newly structured Council body was settling down. The Council warmly welcomed these generous offers and the respective co-options were duly approved. The Chairman paid tribute to the great contributions made by Mr Hendry and Mr Peters over many years on Council and thanked them sincerely for their past and future services.

ACTION

The Chairman mentioned that several other Councillors had indicated that they would be retiring in the near future and, in particular, the Chairman himself expected to retire at the end of the academic year, having been on Council since 1981.

3. **APPOINTMENT OF NEW COUNCILLORS**

The Chairman confirmed that Mrs B A Doyle, Dr C T Hugo-Hamman, Mrs S Stelzner and Mrs E F Whitehead had been elected as Councillors at the Annual General Meeting, having been nominated by the respective Herschel Senior and Preparatory School Parents' Associations.

The Chairman warmly welcomed the new Councillors, who would add a new dimension to the governance of the School. He reported that there remained two important processes to address in completing the restructuring of the Council:

- the establishment of a code of conduct aimed at, *inter alia*, maintaining high standards of confidentiality in dealing with Council affairs and setting norms regarding length of service on Council (ensuring continuity without undue longevity). The Chairman would be circulating a draft document for consideration by Council shortly.
- restructuring of the Council sub-committees (see item 12).

DLD

4. **ELECTION OF CHAIRMAN AND DEPUTY CHAIRMAN**

- (a) Mrs Reid proposed that Mr D Loch Davis be re-elected as Chairman for the ensuing year. Countess Labia seconded the proposal, which was carried unanimously.
- (b) The Chairman proposed that Mr J R Millar be re-elected as Deputy Chairman for the ensuing year. Prof Watson seconded the proposal, which was carried unanimously.

5. **APPROVAL OF TRANSFERS OF SHARES**

- (a) The transfer of 1 share from Mr M Reeler to Mrs P A Crawley with effect from 20 November 2001 was duly approved.
- (b) The following transfers of shares with immediate effect were duly approved:
 - 1 share from Mr R H C Peters to Mrs B A Doyle
 - 1 share from Mr R W Hendry to Dr C T Hugo-Hamman
 - 1 share from Herschel Trust to Mrs S Stelzner
 - 1 share from Herschel Trust to Mrs E F Whitehead

6. **PAYROLL BANKING ARRANGEMENTS**

It was resolved that the Association make application to the First National Bank for increased monthly payroll facilities of R700,000, increasing to R800,000 in December each year.

7. CONFIRMATION OF MINUTES

The minutes of the meeting held on 26 February 2001, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.

8. MATTERS ARISING

- (a) Application to City Council re Arderne Gardens and part of land leased by WP Preparatory School – progress report

Mrs Sattar reported that the Arderne Gardens project was proving to be a difficult one due to the fact that the Gardens were designated as a National Monument and there was currently considerable confusion as to the authority or authorities who had power to legislate on the issue. It was agreed that professional advice should be sought from MLH Architects & Planners.

BS

More encouraging progress had been made with regard to the possible development of part of the land leased by WP Preparatory School for use as a car park. A letter outlining the Herschel proposals had been sent to the Chairman of Council of the WPPS and, though an official reply was awaited, it was understood from informal contact made by the Headmistress that the proposals had been approved in principle. The cost of the development, which would provide approximately 15-20 car park spaces – probably to be used mainly by Herschel Preparatory School staff – was estimated to be between R40-50,000. It was agreed that the project should be given high priority and that detailed discussions on plans and costings should be held with WPPS as soon as possible.

BS/RH

- (b) Examination of staff remuneration and conditions of employment

A copy of the minutes of the sub-committee on staff retention held on 12 March 2001 had been included in the papers for the meeting and were duly noted. Mr Vernon reported that it was intended to complete the main tasks and investigations indicated in the minutes by mid June, with a view to firming up on recommendations to Council by the end of June.

ADvZ/MC

Mrs Stelzner, who had much practical experience in the matters under review, volunteered to join the ad hoc committee and her services were warmly welcomed.

- (c) Nursery and Pre-Nursery project – progress report

Mrs Taljard reported that plans had been duly submitted to the Municipality, who had contacted local residents to invite their comments on the proposals. No written objections had been raised by the deadline of 9 May and it was currently expected that the project papers would exit the Municipality on 31 May. It was agreed that the proposed facilities to be provided would not be officially advertised unless and until there was firm confirmation from the Municipality that they had no objections. The architect, Mrs Walsh, would be starting work on the detailed costings shortly and it was agreed that these should then be studied by the Planning and Finance Committees with a view to making recommendations to Council.

It was noted that the present "cap" on expenditure for the project was

ACTION

R600,000. It was further noted that it was essential to include in the project due consideration of the need to alleviate the traffic flow/parking facilities in the School vicinity as well as plans for alternative accommodation of the School staff who would be affected.

BT/RP/JM

9. **REPORT OF HEAD OF PREPARATORY SCHOOL**

Mrs Taljard highlighted various items contained in her report.

The topic of "capping" the number of pupils in each class was debated. It was agreed that a theoretical maximum of 25 pupils should be the norm but that in exceptional circumstances (eg to accommodate siblings) this could be increased to 26.

BT

10. **REPORT OF HEADMISTRESS**

Mrs van Zyl highlighted various contents of her report.

Mrs van Zyl suggested that the new Members of Council should be invited shortly to come on a walk-about of the School to enable them to have a full appreciation of all the various projects, improvements and which have been completed in recent times or are in current progress. This suggestion was warmly approved.

ADvZ

At the Headmistress' suggestion it was agreed that the topic of Skills Development should be put on the agenda of future meetings. The Bursar would report on the subject in his capacity of the School's Skills Development Facilitator.

MC

Mrs van Zyl outlined the present School policy on Drugs, emphasising her firm opposition to random drug testing which was currently being carried out in a number of local schools (but was NOT the policy at Herschel). Herschel had a policy of zero tolerance of selling drugs at the School and used the skills of Mr Wood, the School Counsellor, to "walk with" those students who were identified as having a drug-related problem. Council fully endorsed the existing policy.

It was noted that Mrs Beames was to retire early at the end of June. Consideration would be given to the suitable recognition by Council of this considerable service record.

ADvZ/DLD

11. **OUTREACH**

The report prepared by Mrs van Staden was noted and approved. Council requested that Mrs van Staden be commended for the great efforts she put in to this extremely important area.

It was noted that there were still not enough white students making appropriate contributions to outreach activities. It was considered that it might become necessary to bring in some form of compulsion to achieve more involvement.

ACTION

It was agreed that it would be appropriate for the respective Parents' Associations' Executive Committees to discuss Outreach with the Headmistress at their next meetings.

BD/CH-H/SS/EW/ADvZ

12. CONSTITUTION OF COMMITTEES AND CO-OPTIONS

It was agreed that the Bursar would circulate a list of the current sub-committee structure on which would be indicated the principal business dealt with by each sub-committee. An informal meeting of Council would be convened before the end of term at which the structure would be reviewed and appropriate adjustments made. Mrs Reid suggested that, when reviewing the structure, there should be an agreed guideline to encourage Council members to participate actively in the Council's committee work, bearing in mind that there was an increasing work load to be dealt with. She suggested that all members should be expected to participate in at least two sub-committees.

DLD/MC

In the mean-time the following appointments were approved:

- (a) Executive Committee
 Mr D Loch Davis (Chairman – ex officio)
 Mr J R Millar (Alternate Mr R A Vernon)
 Mrs L H Reid (Alternate – Countess Labia)
 Prof A Watson
 (Plus A.N.Other to be nominated by the 4 incoming Parents' Association
 nominated Councillors)
BD/CH-H/SS/EW
- (b) Finance Committee
 Mr J R Millar (Chairman)
 Mrs B A Doyle
 Mr R Peters (Co-opted)
 Mrs L H Reid
 Prof A Watson
- (c) Planning Committee
 Mr R H C Peters (Co-opted – Chairman)
 Mr R W Hendry (Co-opted)
 Mr J R Millar
 Mrs L H Reid
 Mr R A Vernon

13. BURSAR'S REPORT

The Bursar summarised his report, which was discussed and duly approved.

It was noted that the current forecast result for the year was R112,000 better than budgeted due mainly to the higher than budgeted enrolment figures and consequent increase in fees income.

It was also noted that there were a number of items recorded in the minutes of the Finance Committee held on 7 May 2001 – including issues concerning

ACTION

the Herschel Trust bank account, actions required re changes in taxation legislation and consideration of required changes to the format of the annual financial statements – which would be reported upon at future meetings.

MC

14. **ESTATE COMMITTEE REPORT**

Mr Hendry highlighted various items in his report, which was duly approved.

15. **COMMUNICATIONS AND MARKETING COMMITTEE**

Mrs Reid highlighted various items in her report.

It was noted that there was some difficulty being experienced with the website contractors, Generator, and Mr Vernon undertook to take up the matter with them.

RAV

The letter received from Mr Reader which, *inter alia*, offered his future services without charge to the School, was noted with great appreciation. The Bursar would send a suitable reply expressing the thanks of the Council.

MC

It was agreed that Council members should consider the wording of the proposed Marketing Survey questionnaire and let Mrs Reid have their comments and suggestions prior to publication. It was agreed that the Executive Committees of the Parents' Associations should also be invited to comment.

ALL

It was noted that work was already underway regarding the celebration of Herschel's 80th birthday in 2002.

16. **EDUCATION COMMITTEE**

The Headmistress reported that she was to convene a formal meeting of the Education Committee in mid June. A written report would be provided for the next Council meeting.

ADvZ

17. **PENSION FUND**

It was agreed that Mr Peters should continue to act in his capacity of Employer's Trustee to the Herschel Group Pension Fund and that Mr Vernon be appointed an Alternate Employer's Trustee to Mr Millar.

MC

18. **GENERAL**(a) **Approval of attendance at course**

The Chairman reported that he had approved that the Headmistress should attend a course entitled "Finance for non-financial managers" in early June. This was confirmed.

ACTION(b) Parents' Associations issues

It was agreed that any topics which the Executive Committees of the respective Parents' Associations wished to be raised at Council meetings should be notified to the Chairman who would then instruct the Bursar to include the items on the agenda. It was suggested that "Parents' Forum" would be an appropriate permanent item on future agenda.

DLD/MC

Dr Hugo-Hamman expressed his thanks to Council for paving the way for greater democratisation of Council affairs. He assured Council of the positive support which the new Councillors would bring to Council meetings and of the recognition which they had of the competitive environment in which the School was operating. He mentioned, however, that the new Councillors were having some difficulty in determining the extent to which they were able to communicate information back to their Executive Committees – particularly on subjects which their Committees had requested them to raise at Council meetings. There was a need to balance the need for confidentiality with the need for transparency. The Chairman responded that it was essential that all Councillors appreciated that there were no "we and they" categories of Councillor; each one was fully entitled to receive all information concerning the affairs of Council, but, similarly, each one was bound by the same rules pertaining to the confidentiality of that information. He would have regard to these concerns when drawing up the suggested code of conduct document referred to under item 3.

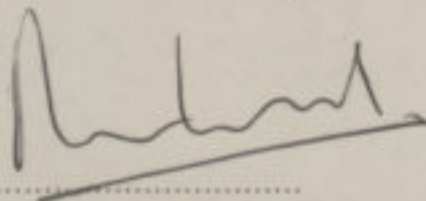
ALL

19. DATE OF NEXT MEETING

The next meeting would be held on Monday 20 August 2001.

The meeting closed at 20:15

Confirmed:



Date:

20-08-2001

HERSCHEL ASSOCIATION**MINUTES OF JOINT MEETING OF EXECUTIVE, PLANNING AND FINANCE COMMITTEES****HELD IN THE PREPARATORY SCHOOL STAFF ROOM ON MONDAY 18 JUNE 2001 AT 17:00**

Present:	Mr J R Millar (In the Chair) Mrs B A Doyle Mr R Haw Dr C T Hugo-Hamman Mr R H C Peters Prof A Watson
In attendance:	Mrs A D van Zyl Mrs B A Taljard Mr M Connolly Mr D Train Mr A Scott
Apologies:	Mr D J Loch Davis (overseas) Mr R W Hendry (overseas) Mrs L H Reid Mr R A Vernon

ACTION**1. OPENING**

The Chairman welcomed all those present. Mrs van Zyl introduced Mr D Train and Mr A Scott. Mr Train is an engineer and a member of the Executive Committee of the Preparatory School Parents' Association. Mr Scott, the School's Operations Manager had been greatly involved in the investigative work to date and in obtaining quotations from potential contractors.

2. BUSINESS OF THE MEETING

It was noted that the purpose of the meeting was to consider the document dated 15 June 2001, entitled "Nursery and Pre-Nursery Project – Update and Further Proposals", which had been produced by Mrs van Zyl, Mrs Taljard and Mr Connolly, and to decide whether to give the approvals sought therein.

3. CONSIDERATION OF PROPOSALS

Mrs Taljard outlined the total concept of the establishment of an additional nursery and pre-nursery classrooms at the Preparatory School and went on to explain that the Municipality had made it clear that the project would not be approved by them unless the parking issue was addressed and dealt with as an integral part of the project.

The attendees went on a walk-about of the grounds to see for themselves exactly what was being proposed. During the course of this it was noted that there was an existing drainage problem in the area proposed for the new staff car park, which was currently resulting in flooding of the entrance to the hall. It was agreed, therefore, that this should also be addressed as part of the project, along with various suggestions made by Messrs Haw and Train regarding modifications to the specifications of the materials and work to be carried out.

ACTION

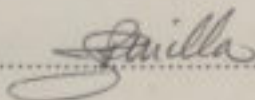
After due debate the following decisions were made:

- (a) The parking proposals set out in the discussion paper were approved in principle.
- (b) A sub-committee comprising Mrs van Zyl, Mrs Taljard, Mr Haw, Mr Train, Mr Scott and Mr Connolly would carry out more detailed investigations and obtain the appropriate tenders to establish more accurate costings of the parking facilities. ADvZ/BT/RH/DT/AS/MC
- (c) Mrs Taljard would arrange for the architect to advise the Municipality of the proposals with the objective of obtaining their approval of the project now that the parking issue was being addressed. BT
- (d) Approval was given for the budget for the total project to be increased from R600,000 to R670,000, subject to a margin of 10%, over which further approval would need to be sought from the Finance Committee.
- (e) It was agreed that Mrs van Zyl and Mrs Taljard would organise an information meeting for parents on Tuesday 26 June 2001 at which they would be given an outline of the proposals and decisions made. ADvZ/BT

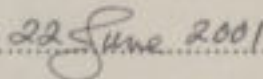
It was envisaged that, provided Municipality approval and satisfactory quotations were duly obtained, work on the parking facilities would commence during the July School holiday.

The meeting closed at 19:15

Confirmed.....



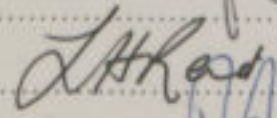
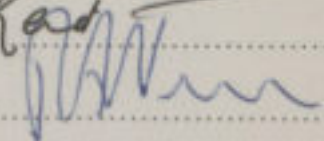
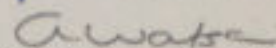
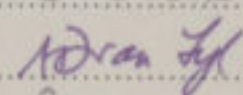
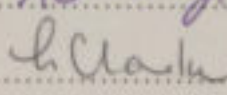
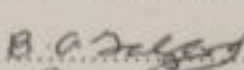
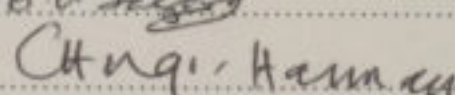
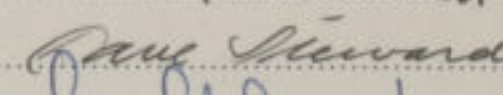
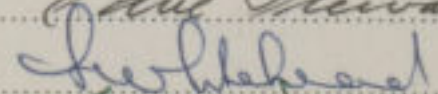
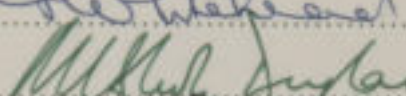
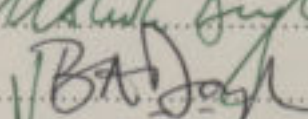
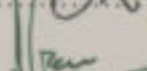
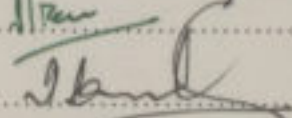
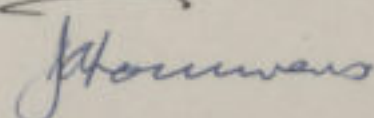
Date.....



HERSCHEL ASSOCIATION

COUNCIL WORKING GROUP MEETING WITH REPRESENTATIVES FROM THE
RESPECTIVE EXECUTIVE COMMITTEES OF THE SENIOR AND PREPARATORY
SCHOOL PARENTS' ASSOCIATIONS TO BE HELD IN THE SENIOR SCHOOL
RESOURCE CENTRE AT 17:00 ON THURSDAY 26 JULY 2001

ATTENDANCE REGISTER

MR D J LOCH DAVIS.....	
MRS L H REID.....	
MR R A VERNON.....	
PROF A WATSON.....	
MRS A D van ZYL.....	
MRS L C CLARKE.....	
MRS B A TALJARD.....	
DR C HUGO-HAMMAN.....	
MR D W STEWARD.....	
MRS F WHITEHEAD.....	
MR A R SHOLTO-DOUGLAS.....	
MRS B A DOYLE.....	
MR D TRAIN.....	
MR M CONNOLLY.....	
DR J. LOUWRENS.....	

HERSCHEL ASSOCIATION

MINUTES OF COUNCIL AND MANAGEMENT WORKING GROUP MEETING WITH REPRESENTATIVES FROM THE RESPECTIVE EXECUTIVE COMMITTEES OF THE SENIOR AND PREPARATORY SCHOOL PARENTS' ASSOCIATIONS HELD IN THE SENIOR SCHOOL RESOURCE CENTRE AT 17:00 ON THURSDAY 26 JULY 2001

Present:	Mr D J Loch Davis (Chairman) *	
	Mrs L H Reid *	
	Mr R A Vernon *	
	Prof A Watson *	
	Dr C Hugo-Hamman *	) Representing the Exco's of the
	Mr D W Steward	) Senior School Parents'
	Mrs F Whitehead *	) Association
	Dr J Louwrens	)
	Mr A R Sholto-Douglas)	Representing the Exco's of the
	Mrs B A Doyle *	) Preparatory School Parents'
	Mr D Train)	Association
	Mrs A D van Zyl	
	Mrs L C Clarke	
	Mrs B A Taljard	
	Mr M Connolly	

* Member of Council

1. **OPENING**

The Chairman welcomed all those present. The purpose of the meeting was to clarify the roles of the Parents' Associations in the Herschel team. This had become necessary as a result of some difficulties which had arisen at the end of the second term regarding the relationships and communications with the Executive Committee of the Senior School Parents' Association.

2. **TEAMING**

It was generally recognized that the School was an outstanding institution and it was essential to ensure that it was nurtured accordingly. Prior to the formation of the respective Parents' Associations of the Senior and Preparatory Schools, the two interacting bodies concerned in the nurturing process were the Council (whose role was that of setting policies) and the Management Team (with the role of operational management and control). The Headmistress was the Chief Executive Officer of the School and the operational management team reported to her.

The interaction of Council and the Management Team had been developed over many years and they now enjoyed strong mutual support. The interactions were

facilitated largely through a structure of Council sub-committees, on which were included members of the management team and through which appropriate skills were brought to bear in setting policies and planning future activities etc.

It was essential that the newly-formed Executive Committees of the respective Parents' Associations developed appropriate roles to support and enhance the teaming process.

3. **SCOPE AND EXPECTATIONS OF THE PARENTS' ASSOCIATIONS**

The roles of the Parents' Associations had been defined in the "Aims and Objects" clauses of the Constitutions of the respective Associations. No legislative power was vested in them as this resided exclusively with Council.

The Exco of the Preparatory School Parents' Association saw itself largely as an additional supportive "conduit" for communications as well as having an important role to play in fund-raising.

The Exco of the Senior School Parents' Association currently saw themselves as representatives of the parent body, albeit recognizing that only a relatively few members thereof had troubled to participate in the electoral process. They were uncertain about the method, style and content of the communications which could or should emanate from them.

It was recognized that, before particular expectations were created in the minds of parents, there needed to be substantial agreement with Council and Management firstly that any such expectations were appropriate and secondly that they had a reasonable chance of being realized. It was essential that there be no divergence in the messages or actions of any of the constituent members of the team (ie Council, Management and PA's).

4. **METHODS AND CHANNELS OF COMMUNICATION**

The meeting had been called largely as a result of a disagreement concerning a proposed issue by the Exco of the Senior School Parents' Association of a document entitled "PA News". There had been no consultation with the Headmistress concerning the contents thereof and Council members to whom she had referred her strong reservations about some of the contents shared those concerns. The publication had accordingly not been sent to parents.

Conclusions following discussion of some of the words and phrases contained in the document were:

- Certain words such as "transparency" and "transformation" used in various contexts could be construed in different ways and have differing implications.
- The document taken as a whole appeared to infer that there were serious short-comings or changes which needed to be addressed by the Senior School Parents' Association.

- The document should have been fully discussed with the Headmistress beforehand, as she was executively responsible for official communications with parents. Such referral would almost certainly have resulted in a satisfactory debate and outcome. (The Exco of the Senior School, in minority, suggested that this would have "interfered with the sovereignty of the Exco").

It was noted that the Exco of the Preparatory School had gone about their communications in a different way – namely by discussing them with the Head of Preparatory and then adding a mutually agreed supplement to the regular Newsletter issued by her. It was generally agreed that this was a very satisfactory *modus operandi* both from a teaming point of view and in terms of financial efficiency.

It was noted that the Exco of the Senior School had held a strategic planning meeting at which, *inter alia*, a "mission statement" had been formulated – with no reference to the extensively published School's own mission statement. The outcome document contained several points which appeared to be either in conflict with or outside the "Aims and Objects" clause of the Constitution of the PA's. The Exco of the Senior School PA was therefore encouraged to revisit the document in the light of the discussions at this Committee meeting.

5. **FRAMEWORK OF FUND-RAISING**

It was suggested that a discussion on a proposed framework for fund-raising would be extremely helpful as a typical example of the way in which it was envisaged that Council, Management and the PA's could and should work together. Accordingly, two documents entitled respectively "The Organisation and Management of Fund-Raising: Proposed Framework" and "Approval Procedure for initiation of Fund-Raising Projects" were distributed to the attendees. The representatives from the respective Exco's of the PA's were invited to take the proposals to their Committees and come back with their responses thereto.

6. **FUNDING OF PARENTS' ASSOCIATIONS**

The Chairman emphasized that the PA's were responsible for funding their own activities – just as were the Old Herschelians. However, as discussed under item 4 above, it WOULD be permissible and indeed desirable to include communications from time to time as supplements to the Headmistress' Newsletter, in which case there would be no cost to the PA's.

7. **CONCLUSION**

In conclusion the Chairman made the following observations:

- There needed to be a reasonable mixture of "fast-tracking" and slow absorption of the PA's into the existing interactions between Council, Management and Parents.

- There was a need to spend time together working on the various Council sub-committees.
Currently "consensus reigned" on Council – and it was essential to strive for a common purpose.
- There had to be absolute awareness by all concerned of the vital need to make the Exco's of the PA's succeed and become a valuable part of the Herschel team.

7. **CLOSURE**

The meeting closed at 19:00

Confirmed:.....

Date:.....

HERSCHEL ASSOCIATION

COUNCIL MEETING 20 AUGUST 2001 AT 16:30

ATTENDANCE REGISTER

D J LOCH DAVIS.....
 VEN G Q COUNSELL.....
 MRS P A CRAWLEY.....
 MRS B A DOYLE.....
 MRS A J GOLDING.....
 C R HAW.....
 R W HENDRY.....
 COUNTESS LABIA.....
 S S MASEKO.....
 J R MILLAR.....
 R H C PETERS.....
 MRS L H REID.....
 MRS B SATTAR..... (APOLOGY)
 MRS S STELZNER.....
 R A VERNON.....
 PROF A WATSON.....
 M CONNOLLY (Secretary).....
 MRS A D VAN ZYL (Headmistress) - by invitation.....
 MRS L C CLARKE (Deputy Head) - by invitation.....
 MRS B A TALJARD (Head of Preparatory) - by invitation.....

HERSCHEL ASSOCIATION**MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY****ON MONDAY 20 AUGUST 2001 AT 16:30**

Present: Mr D J Loch Davis (In the Chair)
 Ven. G Q Counsell
 Mrs P A Crawley
 Mrs B A Doyle
 Mrs A J Golding
 Mr C R Haw
 Mr R W Hendry (co-opted)
 Countess Labia
 Dr S S Maseko
 Mr J R Millar
 Mr R H C Peters (co-opted)
 Mrs L H Reid
 Mrs S Stelzner
 Mr R A Vernon
 Prof A Watson

In attendance: Mrs A D van Zyl
 Mrs L C Clarke
 Mrs B A Taljard
 Mr M Connolly

Apologies: Mrs B Sattar

ACTION**1. OPENING**

The Chairman welcomed all those present.

2. DISSOLUTION OF THE EXCO OF SENIOR SCHOOL PARENTS' ASSOCIATION AND RESIGNATION OF THEIR NOMINATED MEMBERS OF COUNCIL

It was noted that the Chairman had received a letter dated 14 August 2001 from Dr Hugo Hamman in which, *inter alia*, he reported that the Exco of the Senior School Parents' Association had dissolved and that Dr Hugo Hamman and Mrs Whitehead were resigning as Members of Council with immediate effect.

The Chairman read the following prepared statement to Council:

"It was with a sense of deep disappointment that I read the letter dated 14 August from Dr Hugo Hamman. Although the Headmistress had reservations after her meeting with Dr Hugo Hamman that there had been a true meeting of minds, she nevertheless hoped that progress would be made towards a workable accommodation. The Headmistress' letter to Dr Hugo Hamman is evidence of her expectations in this regard. Dr Hugo Hamman's letter therefore also came as a great disappointment to her and, I am sure, to all of you.

Without in any way seeking to stifle any debate, Dr Hugo Hamman's letter and the actions of the Senior School PA's Exco – should I say ex-Exco – raise a number of complex issues. These not only involve governance and the relationships between Council and the parents but also the way forward. These matters must necessarily also impinge on the Preparatory School PA Exco which has, if I may say so, been operating in a most commendable way and which must not under any circumstances be discouraged from pursuing its course of communication and cooperation. What Richard has called "teaming". Our thanks are due to them.

I would like to recommend to Council that the investigation of this whole matter be referred to the ad hoc committee of Council which comprised our delegation to the working group meeting with the representatives of the two ExcOs. In doing so, may I ask you to agree to add Susan Stelzner to that committee. I believe that Susan is eminently qualified to add value to our deliberations and, as these will encompass the code of conduct, to assist with concluding that outstanding issue as well. I hope Susan will agree as it will also add the dimension of a preparatory School PA Exco Councillor to our debate. The ad hoc committee will of course report back to Council with its recommendations and in the meantime I merely propose to acknowledge receipt of Dr Hugo Hamman's letter and inform him that Council is considering it and its implications".

After due discussion it was agreed that the matter be referred back to the ad hoc Committee of Council, as proposed by the Chairman.

DLD

3. CONFIRMATION OF MINUTES

The minutes of the following meetings, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings:

- (a) Meeting of Council held on 21 May 2001
- (b) The joint meeting of the Executive, Planning and Finance Committees held on 18 June 2001
- (c) The Council Working Group meeting with representatives from the respective Executive Committees of the Senior and Preparatory School Parents' Associations held on 26 July 2001.

4. RESOLUTION OF COUNCIL

It was resolved to accept the tender submitted by Messrs Gregory & Jones, in the sum of R422,211.00, inclusive of VAT, for the approved building work in respect of the Preparatory School Nursery and Pre-Nursery Project, namely the alterations to existing buildings to provide an additional Nursery Classroom and an additional Pre-Nursery Classroom. The Headmistress and Bursar were duly authorised to sign the appropriate contract documentation relating thereto. It was noted that the total estimated cost of the Project, including the building works tender, was within the approved budget of R670,000.



ACTION**5. MATTERS ARISING**

- (a) Application to City Council re Arderne Gardens and part of land leased by WP Preparatory School – progress report

It was noted that the work on the Arderne Gardens investigation was continuing.

BS

It was agreed that the possibility of developing part of the land leased by WP Preparatory School for use as a car park should be put on hold for the moment, though it remained a possibility for the future.

MC

- (b) Examination of staff remuneration and conditions of employment

A copy of the minutes of the sub-committee on staff retention held on 19 June 2001 had been included in the papers for the meeting and were duly noted. Mr Vernon reported that the principal area being tackled was the issue of medical aid – including that relating to Service Staff. Other issues included the updating of employment contracts and the possibility of introducing some kind of rewards in recognition of long service. It was agreed that it would be appropriate to include diversity policy issues under the umbrella of this sub-committee and that the sub-committee itself should be renamed the "Human Resources Sub-Committee".

- (c) Nursery and Pre-Nursery project – progress report

It was reported that building work at the Preparatory School was due to commence on 24 September, with completion in mid-November. The building programme had been carefully planned to cause minimal disruption to the School. Work had also commenced on the additional enrolments for 2002 as well as the recruitment of appropriate staff.

6. REPORT OF HEAD OF PREPARATORY SCHOOL

Mrs Taljard highlighted various items contained in her report.

The Chairman complimented Mrs Taljard on the very exciting innovations introduced during her short time at the School. It was also noted with pleasure that the relationship with the Executive Committee of the Preparatory School Parents' Association had been developing in a very positive way.

7. REPORT OF HEADMISTRESS

Mrs van Zyl highlighted various contents of her report.

It was noted that Bishops had indicated their intention to withdraw from the 6 Schools Examination in 2002.

Mrs van Zyl acknowledged that there was continuing concern at the standard of the exit examination – a subject which was constantly being debated. It was suggested that it could be timely for the question of the possible introduction of a "Sixth Form" to be revisited.

ADvZ

8. OUTREACH

The report included with the papers was noted and approved.

It was suggested that there should be more interaction between Preparatory and Senior School outreach activities, both for pupils and parents. Whilst teachers at both schools were very involved, it was apparent that, so far as pupils were concerned, there was more participation by those at the Preparatory School.

9. BURSAR'S REPORT

The Bursar summarised his report, which was discussed and duly approved.

Concern was expressed at the high level of outstanding debtors. It was noted that measures were being taken to apply more strictly the agreed collections policy.

MC

The Bursar's notes on the budgetary process and on skills development and training had been included with the papers for the meeting and were duly noted.

10. ESTATE COMMITTEE REPORT

Mr Haw highlighted various items in his report, which was duly approved.

11. COMMUNICATIONS, MARKETING AND PUBLIC RELATIONS COMMITTEE REPORT

Mrs Reid highlighted various items in her report. It was noted that this Committee was functioning extremely well and great strides had been made in the marketing field as the various marketing tools (eg video, website, exhibitions, brochures, etc) had come on stream.

12. EDUCATION COMMITTEE REPORT

It was noted that a report from the Education Committee would be provided for the next Council meeting.

ADvZ

13. CONSTITUTION OF COMMITTEES

The notes issued by the Bursar on the current structures of the various sub-committees of Council were duly considered.

It was agreed that the Diversity and Staff Retention sub-committees should be combined into a single Human Resources sub-committee.

RV

It was agreed that the Estate and Planning sub-committees should be combined and that Mr Train (from the Preparatory School PA Executive) and Mr Scott (the School's Operations Manager) should join the Committee.

RHCP/RWH

ACTION

It was suggested that the following additional sub-committees be constituted :

- (a) Spiritual sub-committee. Ven G Counsell would chair this and would suggest the appropriate constitution thereof. Countess Labia offered her assistance to the new sub-committee. **GQC**
- (b) Cultural sub-committee. Mrs Doyle and Mrs Crawley would commence the setting up of this new sub-committee. It was suggested that Mrs Sattar might also be willing to participate thereon. **BAD/PAC**
- (c) Sports sub-committee. Mr Haw offered to set up this sub-committee. Prof A Watson also expressed interest in participating.
- (d) Outreach sub-committee. Mrs Golding offered to chair this sub-committee. Mrs Stelzner offered to participate and Mrs Sattar would also be invited to join. **AJG**

The Bursar would revise the notes of the structures to reflect the above proposals. **MC**

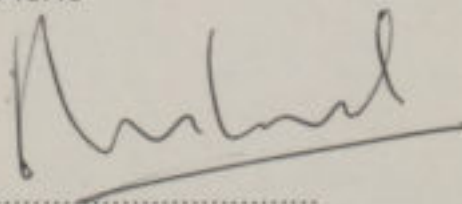
14. **FUNDRAISING**

Management had produced a proposed framework for the organisation and management of fundraising, together with a suggested approval procedure for the initiation of fundraising projects. It was agreed that copies of these documents would be taken back to the Preparatory School PA Exco for their comments and suggestions. **BAD/SS**

15. **DATE OF NEXT MEETING**

The next meetings would be held on Monday 12 November and Monday 19 November 2001.

The meeting closed at 19:45



Confirmed:

Date: 19-11-01

HERSCHEL ASSOCIATION

COUNCIL MEETING 19 NOVEMBER 2001 AT 17:00

ATTENDANCE REGISTER

D J LOCH DAVIS.....	<i>[Signature]</i>
VEN G Q COUNSELL.....	<i>[Signature]</i>
MRS P A CRAWLEY.....	<i>[Signature]</i>
MRS B A DOYLE.....	<i>[Signature]</i>
MRS A J GOLDING.....	<i>[Signature]</i>
C R HAW.....	<i>[Signature]</i>
R W HENDRY.....	<i>[Signature]</i>
COUNTESS LABIA.....	<i>[Signature]</i>
S S MASEKO.....	Apology
J R MILLAR.....	Apology
R H C PETERS.....	<i>[Signature]</i>
MRS L H REID.....	<i>[Signature]</i>
MRS B SATTAR.....	<i>[Signature]</i>
MRS S STELZNER.....	<i>[Signature]</i>
R A VERNON.....	<i>[Signature]</i>
PROF A WATSON.....	<i>[Signature]</i>
M CONNOLLY (Secretary).....	<i>[Signature]</i>
MRS A D VAN ZYL (Headmistress) - by invitation.....	<i>[Signature]</i>
MRS L C CLARKE (Deputy Head) - by invitation.....	<i>[Signature]</i>
MRS B A TALJARD (Head of Preparatory) - by invitation.....	<i>[Signature]</i>

HERSCHEL ASSOCIATION**MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY****ON MONDAY 19 NOVEMBER 2001 AT 17:00**

Present: Mr D J Loch Davis (In the Chair)
 Ven. G Q Counsell
 Mrs P A Crawley
 Mrs B A Doyle
 Mrs A J Golding
 Mr C R Haw
 Mr R W Hendry (co-opted)
 Countess Labia
 Mr R H C Peters (co-opted)
 Mrs L H Reid
 Mrs B Sattar
 Mrs S Stelzner
 Mr R A Vernon
 Prof A Watson

In attendance: Mrs A D van Zyl
 Mrs L C Clarke
 Mrs B A Taljard
 Mr M Connolly

Apologies: Mr J R Millar
 Dr S S Maseko

ACTION**1. OPENING**

The Chairman welcomed all those present.

2. CONFIRMATION OF MINUTES

The minutes of the meeting held on 20 August 2001 were read and duly approved and signed by the Chairman as a correct record of the proceedings.

3. MATTERS ARISING

- (a) Application to City Council re Arderne Gardens and part of land leased by WP Preparatory School – progress report

Mrs Sattar reported that there had been some progress towards obtaining a solution for the Arderne Gardens problem. The Council were keen to close the area between the two School campuses and there was a possibility that eventually there could be agreement to some form of controlled access. There were several sympathetic allies in the local community who were also seeking some action of the type envisaged by the School. Mrs Sattar would continue with the process.

BS

ACTION

Mrs Sattar reported that the Council had given consent to converting part of the WPPS playing field into a parking area. It was agreed that the current needs would be evaluated by the Headmistress and the Head of Preparatory in the light of the alternative works which had recently been implemented at the Preparatory School and that due recommendations would be made to the Planning Committee.

ADvZ/BT

(c) Nursery and Pre-Nursery project – progress report

Mrs Taljard reported that, apart from a small time delay caused by some adverse weather conditions, the building programme was on target and the new classes would commence in 2002 as planned.

6. REPORT OF HEAD OF PREPARATORY SCHOOL

Mrs Taljard highlighted various items contained in her report. She also reported on the considerable success of pupils who had participated in a recent National Mathematics Challenge.

7. REPORT OF HEADMISTRESS

Mrs van Zyl highlighted various contents of her report.

Mrs van Zyl informed Council with pride that Ms Margie Barlow had recently been appointed Choir Trainer of the Philharmonia Choir of Cape Town. She also reported that Management were engaged in addressing a new national policy which will affect the status of Xhosa in the future. The policy involves the standardisation of all the South African languages and the regulations pertaining to these subjects in the curriculum.

ADvZ

It was noted that Mr D Wood, the School Guidance Counsellor, had given notice that he would be leaving at the end of the first term in 2002.

Mrs Clarke reported that Herschel girls had participated in and duly won a "Gilly Bears" competition instigated by Mr Mark Gillman, of Radio 5FM. The outcomes for the School were the winning of a cash prize of R10,000, plus R20,000 of "Crayola" products. Mr Gillman would be broadcasting his breakfast programme from the School on 4 December from 06:00 to 09:00. It was agreed that the Crayola products would be donated to Outreach projects and the use of the R10,000 donation would be considered further by Management. The Chairman asked Mrs Clarke to pass on the sincere congratulations and appreciation of Council to the girls who ran so successfully with the competition.

LC

8. BURSAR'S REPORT

The Bursar's Report was considered and discussed.

Approval was given to the Budget Proposals for 2002, including the implementation of a 7.5% increase in Academic and Administration Staff salaries with effect from 1 January 2002. Senior Management Salaries would be reviewed by the Chairman together with the Chairman of the Finance Committee.

DLD/JM

AM

ACTION

It was noted that the control of outstanding fees had improved considerably with a recent change in the Administration staff. However, it was agreed that it was vital to continue to monitor the position very carefully and to tighten up systems wherever practicable.

MC

The Bursar thanked the Headmistress and the members of the Finance Committee for their great support and assistance during a very busy and challenging year.

9. COMMUNICATIONS, MARKETING AND PUBLIC RELATIONS REPORT

Mrs Reid highlighted items in her report, which was duly approved.

10. EDUCATION COMMITTEE REPORT

Mrs van Zyl and Prof Watson drew attention to items included in the report, which was duly approved.

The Chairman suggested that in the New Year the opportunity should be taken to arrange for appropriate educators give a presentation to Council on the qualitative aspects of the various possible ways forward in terms of exit examinations etc, in order that Council members could be better informed on the subject.

ADvZ/AW

It was suggested that it would be desirable for more parent representation on the Education Committee.

It was noted that, so far as the development of the use of IT in education was concerned, the Education Committee considered that the main priority was to bring the educators themselves up to speed (considerable progress had already been achieved). New developments in the technology itself could also inform the decisions regarding, for example, the possible future use of laptops. It had already been well acknowledged that there were many issues to be debated before the latter could be resolved.

11. ESTATE COMMITTEE REPORT

Mr Haw highlighted various items in his report, which was duly approved.

12. PLANNING COMMITTEE REPORT

Mrs van Zyl reported that, within 24 hours of the meeting of the Planning Committee held on 18 October 2001, the Joint Management Team had met and put together a prioritised "wish list" as requested. This was now being addressed by the architect, Mrs Walsh, who was in the process of looking at possible designs and Providing initial costings of the items of highest priority.

ADvZ/BT/MC

It was agreed that the issue of the continuing ownership of the 3 houses in Kenmar Crescent/Herschel Road needed to be addressed and resolved as soon as possible in the New Year.

ACTION

Mr Peters and Mr Hendry were thanked for their considerable input. It was agreed that it would be desirable for the next Chairman of Council to also chair this sub-committee and for Mr Peters and Mr Hendry to continue on a co-opted basis for as long as they were prepared to do so.

12. HUMAN RESOURCES COMMITTEE REPORT

Mr Vernon summarised the main issues dealt with in his report.

It was noted that the issue of Medical Aid was being addressed both in terms of minimising the effect potential escalating costs and in terms of equity – currently there was no scheme in place for Service Staff.

Approval was given to the recommendation of the sub-committee that Long Service Awards along the lines indicated in the sub-committee report be introduced from January 2002. It was noted that a budget of R26,000 would be required for 2002 (when there would be some retro-activity) but would be of the order of R5 - 8,000 per annum in future.

ADvZ/MC

Mr Vernon drew Council's attention to the fact that, so far as diversity was concerned, the only major area of concern was that of the difficulty of achieving staff diversity in the Senior School. It was agreed that networking was really the only practicable way of trying to find suitable potential candidates from designated groups.

Mr Vernon thanked Mrs Stelzner in particular for the considerable legal input she had brought to the sub-committee.

13. OUTREACH REPORT

Mrs Golding highlighted various items in her report, which was applauded. It was noted that the main priority was to try to encourage greater pupil participation, particularly at the Senior School level, largely through engendering the enthusiasm of parents.

14. PENSION FUND: REPORT OF THE TRUSTEES

In his capacity of Principal Officer of the Herschel Group Pension Fund, Mr Connolly motivated the recommendations to Council by the Trustees, as set out in the paper which had been circulated to Council members.

Approval was given to the proposal that the disinvestment in the Momentum Life Guaranteed Fund should be implemented as soon as practicable.

MC

Approval was also given to the proposal to transfer the membership and assets of the Herschel Group Pension Fund into the Alexander Forbes Retirement Fund on 1 January 2002.

MC

ACTION**15. CONSTITUTION OF COMMITTEES**

The Bursar undertook to circulate an updated list of membership of the various sub-committees of Council as put in place following the previous meeting of Council.

MC

16. PARENTS ASSOCIATIONS - PROGRESS REPORTS**(a) Senior School Parents' Association**

The report back by the ad hoc committee of Council on the situation following the resignation in August 2001 of the Exco of the Senior School Parents' Association had been circulated with the papers for the Meeting and was duly noted. The Chairman would be drawing up a draft letter for consideration by the ad hoc committee.

DLD

(b) Preparatory School Parents' Association

Mrs Doyle and Mrs Stelzner were requested to convey the thanks of Council to the Exco of the Preparatory School Parents' Association for the constructive and supportive way in which they were tackling their new portfolios.

BD/SS

It was noted that the Chairman of the Preparatory School PA Exco, Alasdair Sholto-Douglas, had sent in a draft submission regarding the proposed framework for the organisation and management of fundraising which had been referred to the Exco at the previous Council meeting. The draft had been received too late for circulation with the papers for the meeting, but would be circulated with the minutes thereof.

MC

17. RETIREMENT AND ELECTION OF CHAIRMAN

Mr D Loch Davis confirmed that he wished to resign as Chairman with effect from 1 January 2002. A written nomination for his successor had been received from Mr J Millar and it was accordingly proposed by Prof Watson, seconded by Countess Labia and carried unanimously that Mrs L Reid be appointed Chairman with effect from 1 January 2002.

Mrs Reid thanked Mr Loch Davis for his outstanding service to Council over a period of 20 years, of which 14 years were as Chairman, and proposed that he be made an Honorary Life Councillor of the Association. This was carried unanimously.

18. RESIGNATION

The Chairman reported with regret that Countess Labia had indicated that she wished to resign as a Councillor with effect from 1 January 2002. The Secretary was requested to record the great appreciation of Council for her great service over many years. It was noted with pleasure that, together with Mr Loch Davis and Mr Peters, she would remain as a Trustee of the Herschel Trust.

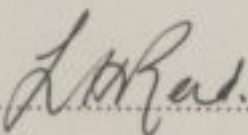
ACTION19. DATE OF NEXT MEETING

The next meeting would be held on Monday 4 March 2002. The Bursar issued a draft Meetings Calendar for 2002 and all members would let him have their comments thereon.

ALL

The meeting closed at 19:35

Confirmed:


.....

Date:

4th March 2002.
.....

HERSCHEL ASSOCIATION

COUNCIL MEETING 4 MARCH 2002 AT 17:00

ATTENDANCE REGISTER

MRS L H REID.....	<i>L H Reid</i>
VEN G Q COUNSELL.....	<i>G Q Counsell</i>
MRS P A CRAWLEY.....	<i>P A Crawley</i>
MRS B A DOYLE.....	<i>B A Doyle</i>
MRS A J GOLDING.....	<i>A J Golding</i>
C R HAW.....	<i>C R Haw</i>
R W HENDRY.....	<i>R W Hendry</i>
D J LOCH DAVIS.....	(APOLOGY)
S S MASEKO.....	(APOLOGY)
J R MILLAR.....	<i>J R Millar</i>
R H C PETERS.....	(APOLOGY)
MRS B SATTAR.....	(APOLOGY)
MRS S STELZNER.....	<i>S Stelzner</i>
R A VERNON.....	<i>R A Vernon</i>
M CONNOLLY (Secretary).....	<i>M Connolly</i>
MRS A D VAN ZYL (Headmistress) – by invitation.....	<i>A D Van Zyl</i>
MRS L C CLARKE (Deputy Head) – by invitation.....	<i>L C Clarke</i>
MRS B A TALJARD (Head of Preparatory) – by invitation.....	<i>B A Taljard</i>

HERSCHEL ASSOCIATION**MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY****ON MONDAY 4 MARCH 2002 AT 17:00**

Present: Mrs L H Reid (In the Chair)
 Ven. G Q Counsell
 Mrs P A Crawley
 Mrs B A Doyle
 Mrs A J Golding
 Mr C R Haw
 Mr R W Hendry (co-opted)
 Mr J R Millar
 Mrs S Stelzner
 Mr R A Vernon

In attendance: Mrs A D van Zyl
 Mrs L C Clarke
 Mrs B A Taljard
 Mr M Connolly

Apologies: Mr D Loch Davis
 Dr S S Maseko
 Mr R H C Peters
 Mrs B Sattar

ACTION**1. OPENING**

The Chairman welcomed all those present.

2. RESIGNATION

The Chairman reported having received a letter dated 13 February 2002 from Prof Alex Watson, indicating that she wished to resign from Council with immediate effect. The letter was noted with regret and it was agreed unanimously to record the sincere thanks and appreciation of the Council for all Prof Watson's valuable contributions made to Council and the various sub-committees on which she had served. An appropriate letter to Prof Watson, conveying these sentiments, would be sent by the Chairman after the Meeting.

MC/LHR**3. CONFIRMATION OF MINUTES**

The minutes of the meeting held on 19 November 2001, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.

3. MATTERS ARISING

- (a) Application to City Council re Arderne Gardens and part of land leased by WP Preparatory School – progress report

Mr Haw reported that he would contact Mrs Sattar and then try to progress the matter.

**RH
/2**

(c) Nursery and Pre-Nursery project – progress report

It was noted that the Pre-Preparatory project had been duly completed on time and, with the exception of the parking and pavements (which had been authorised to be substantially increased in area after the original budget had been put together), costs were within budget.

4. REPORT OF HEAD OF PREPARATORY SCHOOL

Mrs Taljard highlighted various items contained in her report. She added that it was now evident that the increase in the size of the Preparatory School was having some adverse effect on traffic flow at peak times. Monitoring was being arranged with a view to applying for Kenmar Crescent to be made one-way.

The enrolment numbers were very encouraging and there had been no adverse reaction to the increased numbers on the campus.

5. REPORT OF HEADMISTRESS

Mrs van Zyl highlighted the Matric results, with which the Council members were delighted and for which the Headmistress and staff were warmly congratulated.

The Bursar apologised for some numerical errors in the enrolment numbers, which would be duly corrected after the meeting. The total enrolment at January was 935, of which 462 were in the Senior School and 473 in the Preparatory School.

Mrs van Zyl reported that Mr Wrensch had resigned with effect from the end of the second term, having accepted a pure music post at Bishops.

6. BURSAR'S REPORT

The Bursar's Report was considered and approved.

Council accepted the following recommendations of the Finance Committee:

- that the capex budget for 2002 be increased by R56,000 to allow for increases in costs of equipment caused by the depreciation of the Rand since the original budget was prepared.
- that the Resources Centre and Music School projects be approved at an estimated joint cost of R2.8million.
- that the finance for the projects be partly provided out of the proceeds of sale of the 2 properties in Kenmar Crescent (estimated at approximately R2.0million), with the balance from the forecast cash flow for the year. If necessary, minimal use would be made of available overdraft facilities at the interim stage – eg prior to completion of sale of the properties.

7. PENSION FUND

It was noted that the documentation and administrative arrangements necessary to effect the authorised transfer of the Herschel Group Pension Fund membership and net assets to the Alexander Forbes Retirement Fund were at an advanced stage. The following formal resolution was required as part of the process:

It was resolved that with effect from 1 January 2002 participation in the Alexander Forbes Retirement Fund (Pension Section), in terms of the special rules which were circulated before the meeting, is hereby approved.

8. **COMMUNICATIONS AND MARKETING REPORT**

Mrs Reid highlighted items in her report, which was duly approved. It was noted that the plans for a Race Day were almost certainly to be cancelled.

9. **EDUCATION COMMITTEE REPORT**

It was noted that no meeting had been held of this committee during the term to date; the Headmistress had included items relating to educational matters in her report.

10. **ESTATE COMMITTEE REPORT**

Mr Haw highlighted various items in his report, which was duly approved.

11. **PLANNING COMMITTEE REPORT**

It was noted that the Planning Committee had met on 20 February, mainly to progress the consideration of the major projects now approved by Council. It was noted that Mr Vernon would be running a workshop to determine the major factors which would need to be considered should a significant expansion of the enrolment numbers be contemplated.

RV

12. **HUMAN RESOURCES COMMITTEE REPORT**

Mr Vernon reported that the Committee was principally engaged in considering the issues around the possible introduction of medical aid benefits to Service Staff, who currently were not members of the School's medical aid scheme.

RV/MC

13. **OUTREACH REPORT**

Mrs Golding highlighted various items in her report, which was duly approved. It was noted that Ms van Blerk had created much enthusiasm amongst teachers and there was a growing general awareness of the need for greater participation by teachers, pupil and parents alike.

14. **CONSTITUTION OF COMMITTEES**

The current constitution of committees was considered and the Bursar was requested to amend it to reflect various agreed changes – principally as follows:

MC

- Mrs Stelzner and Mr Vernon were to be full members of the Executive Committee, to join Mrs Reid and Mr Millar.
- The Education and Cultural Committees should be amalgamated.
- Mrs Stelzner, Mrs Taljard and Mrs Clarke should join the Outreach Committee
- Mr Scott should assist Mr Haw in considering the possibility of forming a sports Committee.

Ven Counsell undertook to constitute a Spiritual Committee, joined by Mrs van Zyl

GC

ACTION15. PARENTS ASSOCIATIONS - PROGRESS REPORTS(a) Senior School Parents' Association

It was agreed to keep the subject of a new Senior School PA on hold, pending the new intake of parents becoming familiar with Herschel. At a suitable time – possibly late in the second term - the Chairman would write an appropriate letter, once again inviting participation by the Senior School parents.

LR

(b) Preparatory School Parents' Association

It was noted that the Preparatory School PA had had its first Annual General Meeting and had experienced difficulty in obtaining a quorum. However, in general the PA Executive was working well and had no matters to bring to Council.

16. DATE OF NEXT MEETING

The next meeting would be held on Monday 27 May 2002.

The meeting closed at 19:30

Confirmed:

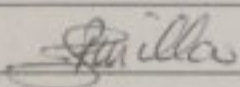
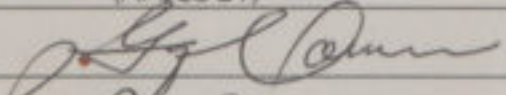
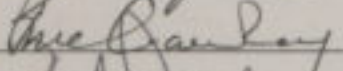
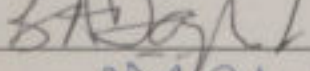
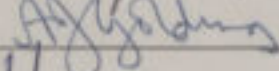
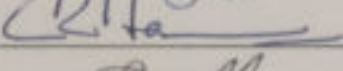
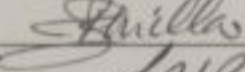
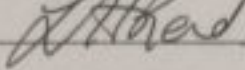
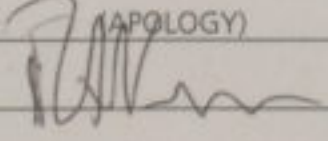


Date:

27/5/2002

HERSCHEL ASSOCIATION
ANNUAL GENERAL MEETING 27 MAY 2002
ATTENDANCE REGISTER AND
AGREEMENT TO SHORT NOTICE

In terms of Clause 5.1 of the Association's Articles of Association, we the undersigned members, being a majority in number and together representing more than ninety-five per cent of the total voting rights of all members having the right to attend and vote at general meetings of the Association, do hereby agree to the Annual General Meeting to be held on 27 May 2002 being called by shorter notice than that specified in the said Clause 5.1 of the Articles of Association.

Member	No of Shares	Signature
The Herschel Trust	4965	
The Archdiocese of Cape Town	1	(APOLOGY)
Ven G Q Counsell	1	
Mrs P A Crawley	1	
Mrs B A Doyle	1	
Mrs A J Golding	1	
C R Haw	1	
J R Millar	1	
Mrs L H Reid	1	
Mrs B Sattar	1	(APOLOGY)
Mrs S Stelzner	1	(APOLOGY)
R A Vernon	1	
<u>4976</u>		

Cape Town
27 May 2002

HERSCHEL ASSOCIATION

MINUTES OF ANNUAL GENERAL MEETING HELD IN THE HERSCHEL

LIBRARY ON MONDAY 27 MAY 2002 AT 17:00

PRESENT: Mrs L H Reid (In the Chair)
 The Ven G Q Counsell
 Mrs P A Crawley
 Mrs B A Doyle
 Mrs A J Golding
 Mr C R Haw
 Mr J R Millar (also representing The Herschel Trust)
 Mr R A Vernon

IN ATTENDANCE: Mr M Connolly (Secretary)

APOLOGIES: The Archdiocese of Cape Town
 Mrs B Sattar
 Mrs S Stelzner

NOTICE

It was agreed that the notice of meeting, which had been circulated, be taken as read. The Chairman confirmed that all present, being the requisite majorities, had signed a consent to short notice, that there was a quorum present and accordingly the meeting was duly constituted in terms of the Articles of Association.

MINUTES OF PREVIOUS MEETING

The minutes of the previous Annual General Meeting held on 21 May 2001, having been circulated, were taken as read and duly approved and signed as a correct record of the proceedings.

2001 ANNUAL FINANCIAL STATEMENTS

The 2001 Annual Financial Statements together with the auditors' report thereon, having been circulated, were taken as read and unanimously approved.

It was agreed that the Chairman and Mr J R Millar would sign the Council's Report on behalf of the Council.

RETIREMENTS AND ELECTION OF COUNCILLORS

- (a) In terms of Clause 10.10 of the Association's Articles of Association the following Councillors who had been co-opted during the year duly retired:

Mr R H C Peters

Mr R W Hendry

- (b) Having been proposed by Mrs B A Doyle and seconded by Ven G Q Counsell it was unanimously resolved that retiring councillors who offer themselves for re-election be elected by means of a single resolution. Accordingly, having been duly proposed and seconded as previously, the following councillors who retired in terms of the Association's Articles of Association and being eligible for re-election, were re-elected Councillors:-

Mrs L H Reid

Mr C R Haw

Mr J R Millar

- (c) It was proposed by Mr R A Vernon and seconded by Mrs A J Golding and unanimously resolved that Mr R W Hendry be duly elected as a Councillor.

RE-APPOINTMENT OF AUDITORS

It was unanimously resolved that Ernst and Young be re-appointed auditors to the Association and that the fixing of their remuneration be left in the hands of the Finance Committee. A vote of thanks to the auditors for their services was recorded.

There being no further business, the meeting terminated with a vote of thanks to the Chair.

CONFIRMED:

L. Reid

DATE:

26 May 2003

HERSCHEL ASSOCIATION

COUNCIL MEETING 27 MAY 2002 AT 17:15

ATTENDANCE REGISTER

MRS L H REID.....	<i>L H Reid</i>
VEN G Q COUNSELL.....	<i>G Q Counsell</i>
MRS P A CRAWLEY.....	<i>P A Crawley</i>
MRS B A DOYLE.....	<i>B A Doyle</i>
MRS A J GOLDING.....	<i>A J Golding</i>
C R HAW.....	<i>C R Haw</i>
R W HENDRY.....	<i>R W Hendry</i>
D J LOCH DAVIS.....	(APOLOGY)
J R MILLAR.....	<i>J R Millar</i>
R H C PETERS.....	APOLOGY
MRS B SATTAR.....	(APOLOGY)
MRS S STELZNER.....	(APOLOGY)
R A VERNON.....	<i>R A Vernon</i>
M CONNOLLY (Secretary).....	<i>M Connolly</i>
MRS A D VAN ZYL (Headmistress) – by invitation.....	<i>A D van Zyl</i>
MRS L C CLARKE (Deputy Head) – by invitation.....	<i>L C Clarke</i>
MRS B A TALJARD (Head of Preparatory) – by invitation.....	<i>B A Taljard</i>

HERSCHEL ASSOCIATION**MINUTES OF COUNCIL MEETING HELD IN THE SCHOOL LIBRARY****ON MONDAY 27 MAY 2002 AT 17:15**

Present: Mrs L H Reid (In the Chair)
 Ven. G Q Counsell
 Mrs P A Crawley
 Mrs B A Doyle
 Mrs A J Golding
 Mr C R Haw
 Mr R W Hendry
 Mr J R Millar
 Mr R A Vernon

In attendance: Mrs A D van Zyl
 Mrs L C Clarke
 Mrs B A Taljard
 Mr M Connolly

Apologies: Mr D Loch Davis
 Mr R H C Peters
 Mrs B Sattar
 Mrs S Stelzner

ACTION**1. OPENING**

The Chairman welcomed all those present.

2. DEATH OF COUNCILLOR

The Chairman paid tribute to the late Dr Sipho Maseko, who had passed away on 17 March 2002, after a brave fight against cancer. His wise contributions to Council would be sorely missed.

3. RETIREMENTS, RE-ELECTIONS AND ELECTIONS OF COUNCILLORS

The Chairman confirmed that at the Annual General Meeting held immediately before the Council Meeting:

- (a) Mr R H C Peters and Mr R W Hendry, who had been co-opted during the year, had duly retired in accordance with Clause 10.10 of the Association's Articles of Association.
- (b) Mrs L H Reid, Mr C R Haw and Mr J R Millar had retired in accordance with Clause 10.4 of the Association's Articles of Association and been duly re-elected as Councillors.
- (c) Mr R W Hendry had been elected as a Councillor.

The Chairman reported that Mr R H C Peters had indicated that he would accept being co-opted in order to be able to continue to serve on the Planning and Finance Committees. The Council warmly welcomed Mr Peters' offer and unanimously approved his co-option as a Councillor.

4. ELECTION OF CHAIRMAN AND DEPUTY CHAIRMAN

- (a) Mr J R Millar proposed that Mrs L H Reid be re-elected as Chairman for the ensuing year. Mrs B A Doyle seconded the proposal, which was carried unanimously.
- (b) The Chairman proposed that Mr J R Millar be re-elected as Deputy Chairman for the ensuing year. Ven G Q Counsell seconded the proposal, which was carried unanimously.

5. APPROVAL OF TRANSFERS OF SHARES

The following transfers of shares were duly approved:

- (a) With effect from 20 August 2001:
 - 1 share from Dr C T Hugo-Hamman to Herschel Trust
 - 1 share from Mrs E F Whitehead to Herschel Trust
- (b) With effect from 1 January 2002:
 - 1 share from Countess Labia to Herschel Trust
 - 1 share from Mr D Loch Davis to Herschel Trust
- (c) With effect from 13 February 2002:
 - 1 share from Prof A Watson to Herschel Trust
- (d) With effect from 17 March 2002:
 - 1 share from Dr S Maseko to Herschel Trust
- (e) With immediate effect:
 - 1 share from Herschel Trust to Mr R W Hendry

6. CONFIRMATION OF MINUTES

The minutes of the meeting held on 4 March 2002, having been circulated, were taken as read, duly approved and signed by the Chairman as a correct record of the proceedings.

7. MATTERS ARISING

Application to City Council re Arderne Gardens and part of land leased by WP Preparatory School – progress report

Mr Haw reported that he had written to Councillor Iversen about the matter but had had no reply to date.

8. REPORT OF HEAD OF PREPARATORY SCHOOL

Mrs Taljard highlighted various items contained in her report, including recent interaction with WP Prep School.

She reported that to date Mr M Armstrong had not yet produced his promised document on fundraising. It was agreed that Mrs Doyle would remind him about the matter, failing which the Headmistress would contact Mr Armstrong.

BD/ADvZ

9. REPORT OF HEADMISTRESS

Mrs van Zyl highlighted various items contained in her report. She referred in particular to the present concern over the Government's white paper on Education, in respect of which ISASA were addressing several key issues, including that of a proposed single curriculum requirement. Copies of ISASA's submission to the Government on the matter would be circulated to Councillors.

ADvZ

Mrs van Zyl requested that the minutes should record her sincere appreciation of the manner in which Rev Jo Tyers and Mrs Taljard had handled the tragic case of Camilla Gilfillan, a pupil in the Pre-Prep School who had been suffering from a brain tumour.

Mrs van Zyl reported that there had been some instances of bullying, particularly in Grades 8 and 9, which were being addressed.

ADvZ

Mrs Reid thanked Mrs van Zyl for having delivered the recent Speech Day address at Applewood School, which had been received with much appreciation and praise.

10. BURSAR'S REPORT

The Bursar's Report was considered and approved.

It was resolved to approve the appointment of Mrs B A Doyle as a cheque signatory in respect of the Herschel Association Bank Account held with FNB.

11. COMMUNICATIONS AND MARKETING REPORT

Mrs Reid highlighted items in her report, which was duly approved.

12. EDUCATION COMMITTEE

Mrs van Zyl reported that she would be setting up a meeting of the Education Committee during the 3rd term, and would aim to be including some outside visitors. Mr Haw would be invited to provide input regarding the needs of industry for school leavers.

ADvZ

13. ESTATE COMMITTEE REPORT

Mr Haw highlighted items in his report, particularly the problem of spalling concrete which was being experienced in the Senior School. Investigations were underway with a view to determining the most economic solution.

CRH

14. HUMAN RESOURCES COMMITTEE REPORT

Mr Vernon's report was duly approved. It was noted that work was continuing on the issues of medical aid for the Service Staff and the formulation of an HIV/AIDS policy.

15. OUTREACH REPORT

The reports issued by Mrs Golding and Ms van Blerk were noted.

ACTION

It was noted that the activities of Interact would be reported upon at the next meeting.

AG

It was agreed that the maximum publicity needed to be obtained for the School's Outreach activities, demonstrating the School as being a caring community.

16. SPIRITUAL COMMITTEE

Ven G Q Counsell reported that no meeting of the Spiritual Committee had yet taken place.

GC

17. PENSION FUND

It was agreed that Mrs B A Doyle be appointed as Alternate Trustee to Mr R H C Peters on the Herschel Group Pension Fund.

MC

18. CONSTITUTION OF COMMITTEES

The current schedule circulated by the Bursar indicating the current constitution of the Council's committees was considered and approved.

19. PARENTS' ASSOCIATIONS

It was noted that the Preparatory School PA Exco currently had no issues which they wished to raise with Council.

The Chairman reported that she was to obtain the assistance of Mr Loch Davis in trying to re-establish a Senior School PA Exco.

LR/ADvZ/ MC

Mrs van Zyl undertook to circulate to Councillors the 2002 King Report on Governance, which would inform Council on issues to be addressed in the Code of Conduct on which the Chairman was currently working.

ADvZ

20. STAFF FEES DISCOUNTS FOR PERMANENT PART-TIME STAFF

After due consideration of the costs thereof, it was agreed to extend staff fees discounts to permanent part-time teachers in proportion to the fraction of a full-time post for which they were being employed.

21. PUPIL:TEACHER RATIOS

It was agreed that there were misunderstandings by parents regarding the calculation and interpretation of pupil: teacher ratios and Mrs van Zyl and Mrs Taljard undertook to try to address the issue in future newsletters from the respective schools.

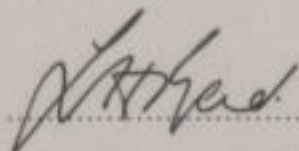
ADvZ/BT

22. DATE OF NEXT MEETING

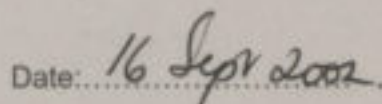
The next meeting was re-scheduled for Monday 16 September 2002.

The meeting closed at 19:15

Confirmed:



Date:



RESOLUTION OF A MEETING OF THE MEMBERS OF **HERSCHEL ASSOCIATION** (An Incorporated Association not for gain)

PASSED AT CLAREMONT on 10 JUNE 2002

RESOLVED THAT:

1. The Company sells:-

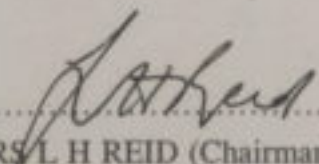
- 1.1 ERF 54638 CAPE TOWN AT CLAREMONT**
situate in the City of Cape Town, Cape Division, Province of the Western Cape;
IN EXTENT : 1 084 Square Metres;
to
NICOLETTE PAULA TYERS
for R1 050 000,00 on 12 June 2002

and

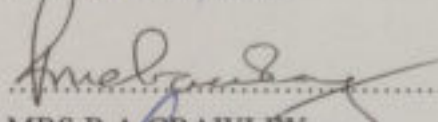
- 1.2 ERF 54639 CAPE TOWN AT CLAREMONT**
situate in the City of Cape Town, Cape Division, Province of the Western Cape;
IN EXTENT : 1 089 Square Metres;
to
EUGEN MATTHIAS GASPERL and SUSAN CLOUT
for R1 050 000,00 on 19 June 2002

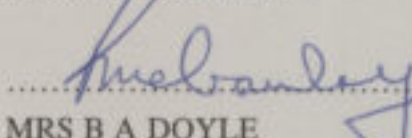
2. **MICHAEL CONNOLLY** in his capacity as Secretary be and is hereby authorised to sign all the relevant documents which may be necessary or expedient in the premises for the purposes of the sale and registration of the abovementioned transfers.

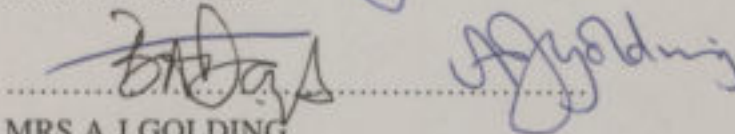
CERTIFIED A TRUE COPY

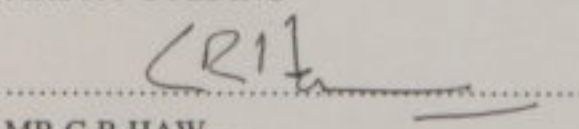

.....
MRS L H REID (Chairman)

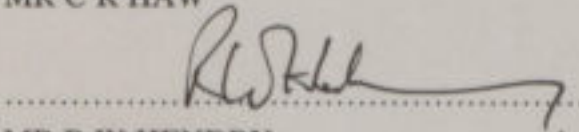

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VEN G COUNSELL

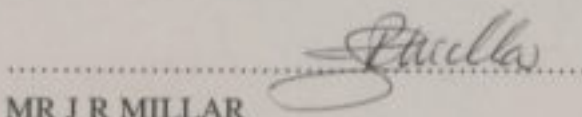

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MRS P A CRAWLEY

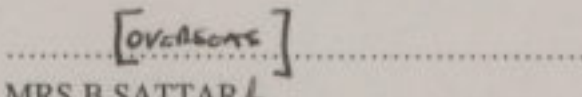

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MRS B A DOYLE

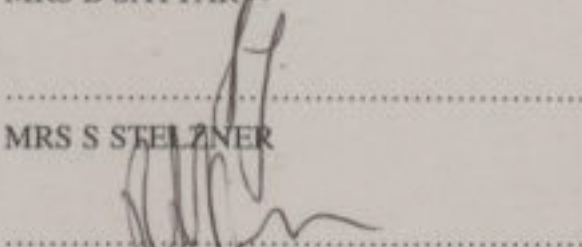

.....
MRS A J GOLDING

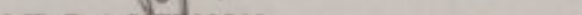

.....
MR C R HAW


.....
MR R W HENDRY


.....
MR J R MILLAR


.....
MRS B SATTAR


.....
MRS S STELZNER


.....
MR R A VERNON

(To be signed by all the members)

HERSCHEL ASSOCIATION

RESOLUTION OF COUNCIL – 26 JUNE 2002

PREPARATORY SCHOOL MUSIC SCHOOL AND RESOURCE CENTRE: BUILDING CONTRACT

It was resolved to accept the tender submitted by Dekon Projects (Pty) Ltd, in the sum of R2,469,242.00 inclusive of VAT, in respect of the approved building work in respect of the Preparatory Music School and Resource Centre Project approved by Council at its meeting on 4 March 2002. The Headmistress and Bursar were duly authorized to sign the appropriate contract documentation relating thereto. It was noted that the total estimated cost of the Project, including the building works tender was R3.000,000, which was R200,000 higher than originally budgeted.

Signed:

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Mrs L H Reid, Chairman

Ven G Q Counsell

Mrs P A Crawley

Mrs B A Doyle

Mrs A J Golding

Mr C R Haw

Mr R W Hendry

Mr J R Millar

Mrs B Sattar

Mrs S Stelzner

Mr R A Vernon

