



ROEDEAN SCHOOL (SA)

INSPIRING A LIFE OF SIGNIFICANCE

Founded 1903

Co Reg. No. 1920/006399/08 • VAT No. 4030286720 • NPO Reg: 022-307 • PBO Reg No. 130003488
Non-profit Company

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25 May 2026

Dear Parents, Staff and Members of the Roedeans Community,

As second term is well underway, the Board remains focused on ensuring stability, continuity and the long-term strength of the School.

As previously communicated, the Board has been working within a defined interim mandate to:

1. conclude the independent review
2. strengthening Board composition and governance capability
3. support and stabilise School leadership

We are writing to provide a brief update on three priority areas:

Independent Review

The independent review has now been concluded. The Board has carefully considered the findings and recommendations and supports the implementation of the key recommendations. The review identified several areas requiring strengthening:

- **Governance and role clarity:** The review identified opportunities to strengthen role clarity between governance oversight and operational management to support clearer accountability and decision-making.
- **Escalation and communication protocols:** Formal processes for escalating critical matters and communicating with stakeholders were not consistently applied, leading to delays and inconsistencies in how information was shared.



Directors: Mrs. T Mbengashe-Mazibuko (Interim-Chairman) Mrs. C Bickford-Smith (Interim Deputy Chair) Mrs. L Dlamini (Executive Director) Mrs. D Laroque Mr. T Madiba Mr. Y Noorbhai Ms. G Nkwe

- **Crisis preparedness:** While significant effort was made in response to events as they unfolded, the School's crisis management framework requires further development to support timely and coordinated responses.
- **Board effectiveness:** Enhancements are required in information flow, documentation, and alignment in Board processes to support consistent and effective governance.
- **Stakeholder communication:** The review noted that inconsistencies in communication and decision-making during key moments impacted confidence across parts of the School community.

Collectively, these factors potentially affected the level of clarity, consistency and confidence expected during a period of heightened sensitivity.

The report remains confidential in order to protect the integrity of individuals and processes, and in line with applicable legal and governance requirements.

Looking ahead the Board has already initiated a number of steps aligned with the recommendations of the report. These include:

- Reviewing governance structures and roles to ensure clear accountability
- Formalising communication and escalation protocols
- Strengthening crisis management frameworks
- Enhancing Board capability through a skills-based recruitment process
- Supporting School leadership to ensure continued stability in day-to-day operations

Strengthening Communication

We remain committed to strengthening engagement with our parent community. To support this, we will be introducing **Roedean Roundtables**, structured sessions for parents hosted by School leadership and members of the Board. These engagements will provide an opportunity for constructive dialogue on matters relevant to the School's ongoing development. Further details will be shared by the respective Heads of School.

We thank you for your continued support, and for the care and commitment you show to the School and its community.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Thembi Mbengashe-Mazibuko', with a stylized flourish at the end.

Thembi Mbengashe-Mazibuko
Interim Chairperson
Roedean School (SA)