



Leadership, Management & Governance at Rondebosch

The School Governing Body (SGB) consists of elected parent members, educators and non-educator members, as well as the Headmaster who is an ex-officio member of the SGB. The term of office of an SGB is 3 years.

As instructional leaders, members of the School Management Team (SMT) are responsible for taking the lead in putting the school policies into practice and improving them. They are charged with the responsibility of administering teaching and learning, organising activities that support teaching and learning, and organising and supporting all other areas of school activity. The Principal leads the SMT. Nurturing co-operation, sharing and collaboration are part of the Principal's accountability to the SMT. Technically the school management team should consist of the Department-appointed HODs, the Headmaster and the Deputies. At Rondebosch the WCED staff establishment allows for 4 HODs, a Deputy and a Principal. Clearly in a school with so many areas of responsibility, this would inhibit rather than aid good management. The school has therefore over the years appointed internal managers to spread the load more evenly, and has developed structures to ensure that operational matters are dealt with effectively. There are therefore three deputies: Sport and Extra-Murals, Pastoral and Academic. There are seven Heads of Department: Culture, Academic Co-Ordination, Estates, Civic and Social Responsibility, Staff Professional Development, Leadership and IT Operations.

The relationship between the SMT and the SGB (Adapted from an extract from the Kwa-Zulu Natal SGB Manual)

“An important aspect of school management and leadership is the relationship between the SMT and the SGB. It is important to understand that responsibilities are shared between them. These two teams should work well to ensure that there is no confusion or conflict.

The Headmaster is a member of the SMT as well as the SGB which means that he has a vital role in coordinating these two.

Headmaster & SMT (School Management Team)	Headmaster & SGB (School Governing Body)
Mainly responsible for professional management in the day-to-day running of the school.	Mainly responsible for policy and overall governance in the school.

It is important to know the difference between professional management and school governance.

Problems could arise if these two are confused. The table below shows the broad responsibilities of the two teams (SMT and SGB) as defined by the South African Schools Act, (1996). Although the list of responsibilities for the School Governing Body looks much 'larger' than the list for the principal and the SMT, actually they are equally important. They work together so that the school can provide high quality education. The list shows that the SGB (including the Principal) is responsible for many important tasks, but actually the SGB cannot do its work effectively unless it co-operates closely with the SMT (which also includes the Principal), Deputy Principals, HODs, educators and learners in the school.

Broadly speaking, the duties of the Principal and SMT compared with the duties of the SGB and Headmaster are as follows:

Responsibilities of the Headmaster and SMT	Responsibilities of the SGB and Headmaster
Perform professional functions.	Support the principal, educators and other staff in carrying out their professional functions.
Organise all activities of the educators and any other actions that support teaching and learning.	Ensure that high quality education is offered at the school by supporting management and staff and employment practices
Implement staff code of conduct and disciplinary procedures.	Assist management with HR and serious disciplinary matters.

<p>Manage personnel matters.</p>	<p>Ensure Employment Equity practices in all employment matters.</p>
<p>Ensure professional development, mentoring and support of staff members</p>	<p>Recommend the appointment of educators, administrative, and support staff at the school.</p>
<p>Day-to-day administration and organisation of teaching and learning and other operational activities at the school. Manage the school timetable and events calendar</p>	<p>Budget for and support staff professional development</p> <p>Decide on school times and the subjects to be offered.</p>
<p>Manage the extra-mural curriculum. Direct the strategic vision, ethos and principles of the extra-mural programme.</p>	<p>Decide on the breadth of the extra-mural curriculum.</p>
<p>Decide on textbooks, educational materials and equipment to be bought.</p>	<p>Ensure the supply of educational materials, and equipment for the school where required.</p>
<p>Identify and Communicate emerging priorities that may have additional financial implications</p>	<p>Raise additional funds (on top of the State contribution).</p>
<p>Control the spending of allocated funds and manage day-to-day financial matters including fees collection and the collection and distribution of other funds</p>	<p>Administer a school fund, including running a bank account.</p> <p>Control the financial records of the school.</p>
<p>Keep financial records and report on these to the SGB. Control spending.</p>	<p>Prepare an annual budget and submit it to parents for approval (at the AGM in November)</p> <p>Ensure that school fees are collected.</p>
<p>Compliance with and implementation of policy</p>	<p>Develop Policies in areas of operations</p> <p>Promote the best interests of the school. Assist with marketing strategy.</p>
<p>Implement marketing strategy and regularly communicate and inform parents of school activities.</p>	<p>Encourage parents, learners, educators and other staff to work willingly for the school.</p> <p>Adopt a constitution.</p>
<p>Implement the mission and vision of the school</p>	<p>Develop a vision and mission statement for the school.</p>
<p>Implement the Code of Conduct</p>	<p>Adopt a Code of Conduct for learners. Assist management with serious disciplinary matters.</p>
<p>Control and maintain equipment and facilities</p>	<p>Maintain and develop school property, buildings and grounds.</p>

Board Committees: Essentially all board activity happens in the committee phase in collaboration with the management of the school and, at times, other parents. The Headmaster and these committees then report back to the board at the Board meetings (2 per term, 8 per year). The core board committees are: Finance, Remcom, Marketing, Hostel Management, Estates (Grounds and Buildings), HR, Diversity and Transformation, and the IT Committee. There are ad hoc committees which form when required: Legal, Disciplinary and Staff Appointments. There is SGB representation on the BRSC and the chairman attends RBSET and Old Boys' committee meetings

at set times. A board member is responsible for the drafting and approval of new and revised policies. SGB members may be asked to assist the school from time to time with their particular area of expertise.

The big question is: Who is responsible for the school in the end? Ultimately, the Headmaster is accountable for the school as the Department of Education’s representative in the school. However, the school itself is a ‘juristic person’. This means that the school is a legal body that exists independently of the members of the department of education, governing body, the principal, the buildings, learners and parents. The school has rights and duties in its own name just as a natural person has. Because the school is a juristic person, it may buy, sell, hire or own property, enter into contracts, make investments, and sue or be sued. All these actions of the school are, of course, taken by the SGB – just like a company acts through its directors.

The composition of the School Management Team and the School Governing Body (2020):

School Management Team (SMT) :	School Governing Body (SGB) :
<p>Senior Management:</p> <ol style="list-style-type: none"> 1. Mr S Simpson (Headmaster) 2. Mr S Ebrahim (Deputy Head: Academics) 3. Mr G Pienaar (WCED HOD, Deputy Extra-Mural Programme, Superintendent of Boarding)) 4. Dr N Teubes (Deputy Head: Pastoral) <p>Portfolio Heads and HODs:</p> <ol style="list-style-type: none"> 1. Mrs S Carletti (WCED HOD: academic committee, Academic Programme Coordinator and Administrator) 2. Mr L Nel (WCED HOD: Academic Staff Professional Development, IQMS, Staff Evaluation) 3. Mr G Endley (SGB HOD: Grounds and Buildings) 4. Mr K Jenkins (SGB HOD: Head of Culture, Clubs and Societies, Compulsory Events) 5. Mr A Nel (SGB HOD: Prefects, Ceremonies) 6. Mr T Scarr (Head of Music Centre) 7. Mr Brandon Siljeur (SGB: HOD: Head of Civic and Social Responsibility) 8. Mr L Forbes (Head of IT Operations) 9. Mr P Coutts Business Manager 	<p>Elected Members:</p> <ol style="list-style-type: none"> 1. Mr G Fisher (Chairman & member of Fincom, Remcom) 2. Mr S Schlesinger (Deputy-Chair, Treasurer and Chair of Fincom and Remcom Parent Member, HR, Diversity.) 3. Mrs J Klette (Parent Member, Chair of the Boarding Management Committee, Secretary and Marketing) 4. Mr B Rutherford (Parent Member, Chair of the Grounds and Buildings portfolio) 5. Ms C Chalmers (Parent Member, Chair of IT Committee) 6. Ms J Swartz (Parent Member, Chair of HR Committee) 7. Dr J Volmink (Parent Member, Member HR and Diversity Committees) 8. Mrs E du Toit (Educator member, HR, Diversity) 9. Mr W Domingo (Educator member, Chair of Diversity and Transformation Committee) 10. Mr P Coutts (Non-educator member, Business Manager, Fincom, Remcom) 11. Mr D Frost (Learner member, Chair LRC) 12. Mr T Tshapela (Learner Member, Deputy Chair LRC) 13. Mr S Simpson (Headmaster and ex-officio member of the SGB.) <p>Co-opted Members:</p> <ol style="list-style-type: none"> 1. Mr P Myburgh (Co-opted Member, Chair of Legal Committee and Policies) 2. Mr G Pienaar (Co-opted Educator member, Deputy, Sport matters, SMT) 3. Dr N Teubes (Co-opted Educator member, Deputy, Pastoral matters, SMT) 4. Mr S Ebrahim (Co-opted Educator member, Deputy, Academic Matters, SMT) 5. Mr M Probyn (By Invitation, Chair of OBU) 6. Mr A Ross (By Invitation, Member of OBU Committee)