



**ROEDEAN SCHOOL (SA)**

INSPIRING A LIFE OF SIGNIFICANCE

— Founded 1903 —

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Dear Roedeans Parents, Staff and Members of SAORA

### Further communication regarding Phase 1 and Phase 2 investigation reports

Over recent months, the Roedeans community has understandably awaited communication on the Phase 2 investigation commissioned after the King David Linksfield incident earlier this year. The Board is committed to acting fairly, thoroughly and transparently, and believes it is important to provide a fuller explanation of the Phase 2 investigation findings while respecting legal, employment and confidentiality obligations. This letter sets out further detail of both the Phase 1 and Phase 2 investigation findings, explains the Board's response, and outlines the immediate steps being taken to strengthen governance, accountability and communication at the School.

#### Phase 1 Investigation

The Phase 1 findings were submitted to the Board by JSR Labour and Risk, an independent forensic investigation team, in a report dated 12 February 2026, and a summary was shared with the Roedeans community on 16 February 2026. In essence, the Phase 1 investigation found the following:

1. The allegation that Roedeans refused to play King David High School because of its Jewish identity was not substantiated by the evidence.
2. The fixture was forfeited in the context of academic workshops, unresolved student discomfort and significant failures in communication and leadership.
3. The unresolved student concerns related in part to a sporting fixture a year earlier, in January 2025, after which some girls reported feeling unsettled and distressed.
4. Poor communication protocols contributed to confusion and reputational damage.
5. Weak governance oversight allowed unresolved issues to escalate into a public controversy.
6. The reputational harm was amplified by social media posts that misrepresented the facts but gained traction in the context of inconsistent leadership communication.



**Directors:** Mrs. N Fitzgerald (Chairperson) Mr. T Tsotsotso (Deputy Chairperson)  
Mrs. L Dlamini (Executive Director) Mrs. D Laroque Mr. T Madiba Ms. A Scott Ms. G Zuma



These findings make clear that shortcomings in internal communication, governance and leadership processes contributed materially to the confusion, mistrust and reputational damage that followed. The Board accepts these findings and takes responsibility for ensuring that the necessary corrective steps are implemented. A formal apology was issued to King David in March, and a successful netball fixture was recently held at the Roedean campus. Looking ahead, the Board and School leadership will continue to prioritise the wellbeing of our girls, address concerns with care and sensitivity, and seek appropriate solutions where needed to ensure that the School meets its sporting and other obligations responsibly.

## Phase 2 Investigation

The Phase 2 findings were submitted to the Board by JSR Labour and Risk, the same independent forensic investigation team appointed for Phase 1, on 7 April 2026. In summary, the investigation identified significant weaknesses in governance, leadership accountability and communication. The principal findings can be expressed as follows:

1. Governance structures were not sufficiently clear or effective, resulting in blurred lines between oversight and operations.
2. Escalation and communication processes were inadequate, with critical matters not reaching the Board promptly enough, and, in some instances, not at all.
3. The School's crisis management framework was not sufficiently developed to deal with an incident of this nature.
4. Board cohesion, transparency and decision-making processes required strengthening.
5. Confidence among key stakeholders, including parents, students and SAORA, was undermined by inconsistent communication and a lack of transparency.
6. The 2026 King David incident exposed these weaknesses sharply and highlighted the need for urgent governance reform.
7. The findings make clear that responsibility for the King David incident and the identified weaknesses does not rest with any single individual, but rather arose from a combination of structural, leadership and communication failures.

## Key Finding: The Executive Director Role

A key finding of the Phase 2 report concerned the governance implications of the Executive Director role introduced in January 2023, when the School's leadership structure was changed and the former Executive Head role was divided into the positions of Executive Director and Head of Senior School.

The report found that this structure did not provide sufficient separation between operational management and Board oversight. It raised concerns about the concentration of authority, the absence of clear escalation requirements, and the potential for weakened accountability. The report also noted concerns raised by parents regarding governance arrangements and the importance of educational leadership experience in a school environment.

The Board accepts that the 2023 restructuring contributed to several governance concerns identified in the report and that these now need to be addressed. Mrs Dlamini submitted her resignation to the interim Board leadership on 4 March 2026, and the Board accepted that resignation.

Following her departure at the end of this year, the Executive Director role will be discontinued, and a revised governance structure will be implemented in line with recognised governance principles, including King V and ISASA guidelines. The School will move towards a more conventional school leadership framework, supported by structures and policies designed to protect the welfare and safeguarding of our students.

The Board has begun the search for an Executive Head of School whose responsibilities will align with those of Executive Heads in leading independent schools in South Africa. The Board is seeking a strong, experienced and culturally inclusive educational leader with a proven track record. Appropriate operational and educational leadership support will be put in place during the transition period.

The Board wishes to emphasise that the report's principal concerns relate to the design of the governance structure introduced in 2023 and the accountability arrangements that accompanied it. Those concerns are structural and should not be read as attributing responsibility to any one individual.

### **Corrective Actions**

The Phase 2 report calls for immediate action to restore confidence and strengthen the School's governance. The Board has begun this work, and the immediate priorities are set out below. The Board commits to providing our community with regular updates on our progress in addressing these matters.

### **Governance**

Roedean's governance framework requires urgent reform and the Board is taking immediate corrective action. This includes establishing a robust crisis management framework, with clear incident reporting, business continuity planning and safeguarding oversight. The Board will implement formal communication and escalation protocols, and will ensure timely, transparent communication with our community to help rebuild confidence and trust.

Roedean's Memorandum of Incorporation will be updated, and the necessary policies put in place to ensure our operational structures serve our educational, governance and safeguarding goals effectively. In taking these steps, the Board will benchmark governance practices against King V principles and ISASA guidelines to ensure Roedean meets recognised best practice.

In addition to recruiting new Board members who will bring specialised and strategic expertise to deepen the Board's oversight, key management appointments will be made. These include the appointment of a Head of Finance and Operations to strengthen the School's fiscal oversight and support its educational objectives, as well as appointments in the procurement function to support good governance, compliance and cost efficiency. The Board will commission an independent review of selected financial and governance matters to provide clarity and assurance to our community.

## Communication

We are acutely aware that communication over recent months has at times been insufficient or inconsistent. We have heard clearly the concerns raised by parents, staff and alumni, and we recognise the importance of rebuilding trust through regular, clear and consistent communication. Our community is one of Roedean's greatest strengths, and meaningful ongoing engagement is a top priority for the Board.

Roedean remains committed to being a welcoming and inclusive School community. We continue to honour the School's Anglican identity and heritage, while respecting and celebrating the diversity of the students, families, staff and alumni who make up our community.

Roedean is, and will remain, a non-political educational institution. Our role is to educate, nurture and prepare young women for the world they will inherit, while fostering respect for differing views, backgrounds and beliefs within our community.

## In closing

We understand that confidence will not be restored by statements alone. It will be rebuilt through consistent action, stronger governance, greater transparency and responsible leadership over time. Roedean is an institution that has served generations of girls and families, and it is greater than any individual, any Board or any single moment in its history. Our responsibility is to ensure that Roedean emerges from this period stronger, more accountable and worthy of the trust placed in it.

Throughout this period, our students have remained our foremost priority. We are deeply mindful of the impact that uncertainty and public scrutiny can have on young people, and every decision taken by the Board is guided by our responsibility to safeguard their wellbeing and educational experience.

We thank our community for its continued commitment to the School and for holding us to the high standards that Roedean rightly expects. We recognise that confidence must be earned, and we are committed to doing so through the work that now lies ahead.

Yours sincerely



Nicky Fitzgerald  
Board Chair