



# ANNUAL REPORT 2015 - 2016



"Small class sizes and a real village school atmosphere. The standard of teaching is exceptional, with staff completely dedicated to the children's educational development, as well as ensuring they are happy and confident individuals..."

Faraday parent.





David Jones,  
Chairman of NMS

## Introduction

The core of what we are about is excellent education, set within a broadly Christian ethos. We have the highest standards in literacy and numeracy, which enable a child to progress to the next school. At NMS we also wish to give each child the confidence to achieve his or her personal best across a wide range of subjects, including sport, drama, music and art.

Thanks to the hard work of teachers, staff, parents and volunteers, we now provide this, backed by our Core Knowledge curriculum, to about 300 children. Our fees are close to the lowest level of any independent school anywhere near our east and west London catchment areas – and less than half the cost of many. High standards and low fees are good for families, but also mean that any bursary donations are very effectively spent in allowing us to provide excellent education to as many children as possible. This report will give you further details.





Peter Meyer  
Chief Executive Officer

## A Review of the Year 2015–2016

In my third year in office as Chief Executive Officer, I am pleased to report on another successful year of operation, financially, educationally and operationally.

Financially, we showed a surplus in 2015-16 despite experiencing higher costs per pupil. We had to increase fees by more than usual to help us achieve this, yet because other schools also sought to raise their fees for the same reason, our fees remain amongst the very lowest in London. We are keen to maintain our fees at a level which ensures sustainability for the schools and affordability for our parents. As we grow more experienced in the running of schools, we believe ever more firmly we can do this –and we look to the future with ever-increasing confidence.

Educationally, despite our low cost approach to educational provision, we very much want to be seen as, and be, amongst the highest quality school providers in London. We had another good year of transfers from Maple Walk, with some of our most academically successful children finding places in top secondary schools and a large number of pupils garnering secondary school scholarships and awards in drama, art and music.

Operationally, we believe that to achieve what we think is best for our children, we have to keep aiming higher and higher and getting better and better in all that we do. Each year we set internal targets for delivering excellence in provision and support and we constantly invest in people and resources to help us achieve this. During 2015-16 we performed formal internal reviews to see how we were progressing in

terms of meeting our targets. I am pleased to report that these reviews reflected very positively on our schools; they also furnished us with a number of indicators on how we can improve, which actions we have been progressing in the Summer Term and finalising in Autumn Term 2016.

Compliance with regulations remains an absolute priority, even as the pace of change directed by government continues unabated. We prioritised the complete review of all our policies and procedures over the Summer break and our websites now include 69 policies, a (further five above last year) brought entirely up to date with best practice, government regulations and new guidance.

We have seen change in the management of our schools. Our popular Faraday Head Teacher Miss Susan Stark left us in July of this year, but before leaving she helped us massively in managing the transition to a new Head Teacher. This involved the appointment of Mrs Sarah Gillam as Executive Head for both schools, and with the assistance of the Faraday Deputy, Miss Sarah Gimblett, the three together have succeeded so well that the change has been seamless and smooth. We are deeply indebted to all three individuals in the success of this. We are pleased in addition to announce the appointment of Mr Novak Ivanovic as Faraday Head Teacher, who will be starting with us in 2017.

Finally I would like to thank our parents, who, directly and through Friends organisations, have helped our children and theirs achieve their goals and enjoy their school days.



**Highlights:**

- Surplus of £156k
- New additions to the school estates in 2015 and 2016
- Significant new spend on technology in 2015

**Financial Review**

Summary Accounts for the year ended 31 August 2016 are shown on the next page.

We made a net surplus before taxation of £156,000 in the year, which compares with £63,000 previously. The result was in line with our budget for the year and reflects continued growth in pupils. We continued to see an operating surplus in West London and booked a very much smaller operating loss at Faraday.

In the coming year to 31 August 2017 we are budgeting for a slightly lower surplus at Maple Walk as we start the year with just one Reception class, but at Faraday, with more children, we expect to break even; for the subsequent year we expect to restore a higher surplus at Maple Walk as we return to two Reception forms and to continue to build up reserves at Faraday.

**Operations  
People:**

Classes at Maple Walk remained the same in number in 2015-16 but at Faraday we added a new class and a teacher.

Both schools now have newly appointed deputies and we also boosted the support functions in both locations to cope with the growing child/parent populations. As mentioned earlier, Miss Susan Stark left in July 2016, but helped us massively in managing the

transition to what follows at Faraday School. We are immensely grateful to Miss Stark for her work with us over the three years she was Head Teacher.

We continued to employ project resource centrally to help us manage change, by reviewing our preparations for critical incidents; by helping us choose a new website partner and develop a new look and feel at our websites; and latterly to help us move to new, more flexible banking arrangements.

**Property:**

For September 2015 we installed a gallery library in the Maple Walk school hall and a second "pod" in the grounds for small break-out groups and individual tuition. At Faraday, we improved our space in time for September 2015 and built a new annexe with two classroom spaces for September 2016.

**Technology:**

In early 2015 we appointed an external ICT company to run a help-desk and help us manage the transition to a solely Microsoft environment. In 2015-16, using their help with both procurement and training, we invested well over £100,000 in new hardware across the schools and at our central office. We are more efficient and more productive in our new environment.



The New Model School Company Limited  
Profit and Loss Account - Year ended 31 August 2016

	2016 £	2015 £
<b>Turnover</b>	<b>2,879,040</b>	<b>2,471,014</b>
Cost of sales	(2,332,491)	(2,051,881)
<b>Gross profit</b>	<b>546,549</b>	<b>419,133</b>
Administrative expenses	(393,188)	(358,208)
<b>Operating surplus</b>	<b>153,361</b>	<b>60,925</b>
Interest receivable	2,849	2,276
Interest payable and similar charges	(250)	(250)
<b>Surplus on ordinary activities before taxation</b>	<b>155,960</b>	<b>62,951</b>
Tax on loss on ordinary activities	(29,430)	28,835
<b>Surplus for the financial year</b>	<b>126,530</b>	<b>91,786</b>

Balance Sheet as at 31 August 2016

	2016 £	2015 £
<b>Fixed assets</b>		
Tangible assets	<b>266,756</b>	<b>206,252</b>
<b>Current assets</b>		
Debtors	22,871	123,551
Cash at bank and in hand	1,411,074	1,342,247
<b>Total</b>	<b>1,433,945</b>	<b>1,465,798</b>
Creditors: amounts falling due within one year	(926,006)	(974,379)
<b>Net current assets</b>	<b>507,939</b>	<b>491,419</b>
<b>Total assets less current liabilities</b>	<b>774,695</b>	<b>697,671</b>
Creditors: amounts falling due after more than one year	(357,742)	(357,248)
<b>Net assets</b>	<b>416,953</b>	<b>340,423</b>
<b>Capital and reserves</b>		
Called up share capital	501,057	551,057
Profit and loss account	(84,104)	(210,634)
<b>Shareholders' funds</b>	<b>416,953</b>	<b>340,423</b>



**Secondary School  
Places Offered  
to Pupils Leaving  
Year 6 of  
Maple Walk School  
(5 years of transfers)  
and  
Faraday School  
(3 years of transfers)**

There were 23 children in Year 6 in our schools in the academic year 2015/16. The table below shows schools from which our children received offers:

Name of School	Offers	Name of School	Offers
Aldenham	2	North Bridge House	4
Arts Educational	1	Northwood College	2
Bedales	1	Queen's College	6
Belmont, Mill Hill	1	Queen's Gate	1
Blackheath	1	St Benedict's	1
City of London	1	St Christopher, Letchworth	1
Emanuel	3	St James Senior Girls'	5
Francis Holland Regents Park	1	St Margaret's School, Hampstead	1
Holland Park	6	Thames Christian College	1
John Lyon	4	Twyford C of E High	3
Kew House	1	University College School (UCS)	2
More House	1	Wetherby Prep	3

In other years, pupils also received offers from the schools listed below:

Christ's Hospital	Latymer Upper
French Lycée of London	Leweston (Sherborne)
Godolphin and Latymer	Lockers Park
The German School	Monmouthshire School for Girls
The Grey Coat Hospital School	Notting Hill and Ealing High
Hampstead	Radnor House
The Harrodian	St James Senior Boys'
Henrietta Barnett	St Paul's Girls'
Highgate	South Hampstead High
Ibstock Place	Upton Court Grammar
Kingham Hill (Oxfordshire)	West London Free





Location:  
Harlesden, London NW10

Opened:  
September 2004

Number of children in  
September 2016: 184  
With two forms per year from  
Year 1 to Year 4 and  
one form per year in  
Reception, Year 5 and Year 6

Head: Mrs Sarah Gillam



It has been another positive year for Maple Walk and I am enormously proud of everything that has been achieved by pupils and staff.

In July we said farewell to a wonderful, vibrant and enthusiastic Year 6 who achieved a number of academic, music, drama and art scholarships to outstanding schools in London and beyond. Dedicated teachers, teaching assistants and support staff encourage pupils leaving Maple Walk to be excited about the next phase of their education and to be confident in their abilities.

The Senior Leadership Team ensures that pupils are given excellent teaching within an effective learning environment. Lessons offer a range of experiences for all pupils and high expectations are clearly communicated to the pupils. A huge range of clubs gives opportunities for all pupils to achieve personal success and to have a thrill of learning.

The pupils' general knowledge is impressive, as witnessed during the annual House Core Knowledge Quiz, and pupils enjoy sharing their learning with each other and their parents in class assemblies. Our curriculum has been further enhanced with visits from outside poets, authors and musicians, as well as an annual French Day, Art Week, Maths Day, Science Day and Round the World Day.

The pupils continue to enjoy the sport at Maple Walk with many joining the early morning sessions in the park or attending after school clubs. We continue to represent ISA North London in athletics and cross country and compete against local schools in football, netball

and tag rugby matches with increasing success. The important house system enables all children to be included and know that they are valued members of the community.

This year we have appointed a full-time teacher of music and she is developing music within the school. It is clear that the pupils are thoroughly enjoying the choirs and fledgling orchestra.

Maintaining our gold standard with Transport for London has ensured that our Junior Road Traffic Officers have been very diligent in their duties – organising a huge number of events (naturally, with breakfast!) to encourage our parents to travel in an environmentally friendly way.

Maple Walk is a very vibrant community with a fantastic parent body who are all members of the Friends. This year they have funded a range of “extras” including a wonderful new playground area.

I am looking forward to an exciting year ahead, as we continue to promote an excellent education and work hard to ensure pupils' personal development is outstanding.

Sarah Gillam  
Executive Head Teacher  
November 2016





Location:  
Trinity Buoy Wharf,  
London E14

Opened:  
September 2009

Number of children in  
September 2016: 109



A real sense of excitement and anticipation was in the air at Faraday, at the start of a new academic year, with a fabulous 109 pupils now on the register. Year 5 pupils were thrilled to be in one of the new classrooms and the revamped kitchen area off the hall has been a great addition, particularly for the cooking club!

A strong Senior Leadership Team has been established with Ms Sarah Gimblett as Deputy Head and Mr Chris Webb as Director of Studies, building on the excellent work set down by Faraday's former Head Teacher Susan Stark. Together we are able to ensure that there is careful monitoring of teaching and learning and that the educational environment enhances pupils' learning. A wonderful, supportive team of teaching staff, teaching assistants and support staff work tirelessly to create a calm and purposeful environment.

The knowledge-based curriculum is embedded and enhanced by the educational trips which take place throughout the year. The pupils are very fortunate to be able to use the fabulous local environs and also visit the various sites and museums around London. Our older pupils were thrilled to go on a residential trip to the Lake District, which offered them further opportunities for personal development and enhanced their learning of geography and science.

Not only have the pupils been able to travel beyond the school gates, they have also experienced a wealth of activity within the classroom. House events, musical and sporting events have been spread across the calendar, enabling the pupils to have a rich and varied learning experience. Visiting speakers and

curriculum-themed days further enrich the pupils' learning and provide wonderful opportunities for discussion and debate.

Sport and Music are developing areas of the curriculum and I am delighted that we will be having many sporting fixtures against local schools and developing a choir and fledgling orchestra at Faraday over the coming year.

Pupils at Faraday are confident and articulate and enjoy sharing with their peers information about their hobbies and skills during assemblies. We await the agenda of the School Council that meets on a regular basis to discuss areas of improvement for Faraday. They have been particularly successful with their green recycling programme.

The Friends of Faraday work with great dedication and enthusiasm for the School and provide super social events and fundraising activities for the parents to attend. This academic year the focus is on microphones for use in the performances during school plays and concerts.

With rapid residential expansion happening right on Faraday's doorstep and an influx of new families moving to the East End of London, this is an exciting time for the future of the school and it has been a pleasure to be involved in such an inspiring school. I am confident that when the new Head Teacher, Mr Novak Ivanovic, takes over the reins in the summer of 2017 he will be impressed by the dedication of all the staff and pupils.

Sarah Gillam, Executive Head Teacher  
November 2016



## The People Behind NMS

### Directors

**David Jones (Chairman)** is a Director of NMS and works for the international investment firm Oldfield Partners. Prior to 2007, he spent 26 years at SG Warburg and its successor firm UBS, where he was Managing Director, Head of US Equities and a global COO. He is a member of the Court of the Fishmongers' Company, a City livery company, is a Governor of Gresham's School in Norfolk and was High Sheriff of Greater London in 2013-14. He is a member of the Council of the High Sheriffs' Association and a Trustee of National Crimebeat.

**NMS Committees: Audit, Remuneration, Advisory Board (Chairman)**

**Peter Meyer** has been NMS Chief Executive Officer since 2013, after three years as Chief Financial Officer. He studied languages at University then qualified as an accountant and held positions at leading City institutions successively as Financial Controller, then Finance Director, spending 11 years at Schroders PLC. After leaving the City he owned and ran a property development company. **NMS Committees: Advisory Board, Audit, Remuneration, SMT (Chairman), TLC.**

**Simon Philips** runs his own strategy and planning advisory business. He is a Trustee of Stoll, the Veterans' Housing charity and Director of WBC Training, a management training firm. Previous appointments include UK Marketing Director for the Grosvenor Group, Global Head of Communications and Marketing at UBS Investment Bank and various senior positions at The Economist Group. **NMS Committees: Advisory Board, Audit, Remuneration.**

**Peter Wolton** was CEO, NMS from 2009 to 2013. Past senior management positions include roles at Schroder Investment Management and Baring Asset Management. He is Assistant Curate, United Benefice of Holland Park. He sat on the Council of Queen Mary, University of London and was a trustee of Charities Aid Foundation. He is a director of CC Japan Income Growth Investment Trust plc. **NMS Committees: Advisory Board, Audit, Remuneration, SMT, TLC.**

### Executive Head Teacher

**Sarah Gillam** joined Maple Walk in September 2012 having been a Head for seven years at a Preparatory School in Berkshire and was appointed Executive Head Teacher in April 2016. The majority of her teaching experience has been within the independent sector. She is an ISI Team Inspector working in independent preparatory schools. **NMS Committees: Advisory Board, SMT, TLC.**

She is currently acting in a Head Teacher role at both Maple Walk and Faraday Schools

### Advisors

**Jonathan Cubitt** is Bursar of Queen's Gate School. Previous roles include Business Development Director of Charity HR and Finance Director of The Art Fund - the national art charity - from 1998 to 2010. Prior to that, he spent 15 years in the accountancy profession working for several leading accountancy firms. **NMS Committees: Advisory Board, Audit (Chairman).**

**Margaret Lenton** was Principal of Slough Grammar School for 22 years, retiring in 2010. Mrs Lenton is Chairman of Wraysbury Parish Council as well as being a governor of a number of schools in Berkshire and a member of the East Berkshire Bench. She works with St George's House, Windsor Castle. **NMS Committees: Advisory Board, Remuneration, TLC (Chairman).**



**Justin Shaw** was chairman of NMS from the company's foundation in 2004 until 2008. After reading Philosophy at Cambridge, he studied law and was called to the Bar at Lincoln's Inn. He is the author of two novels. **NMS Committees: Advisory Board, TLC.**

**Maureen Vivian** joined the Advisory Board as one of the pioneering Maple Walk parents and her son was in our first Year 6 graduation. Her attachment to NMS remains, even though her second child has now left Maple Walk. Maureen offers a wealth of practical support to the school, Head Teacher and Friends of Maple Walk. Maureen is a highly regarded freelance fashion stylist. **NMS Committees: Advisory Board, TLC.**

**Andrew Ellams** is the Deputy Head, Director of Studies at St Paul's Girls' School with responsibility for academic matters throughout the school. He has taught in the independent sector for over twenty years. As a PPE graduate, he is particularly interested in the association of ideas between disciplines and in opening up possibilities for pupils to find the excitement and fun in learning.

**Sally Hobbs** taught in the independent preparatory sector for over thirty years, mainly at Norland Place School and at Orchard House School. She was a team inspector for ISI and is now an independent education consultant with Mavor Associates and a senior recruitment advisor with RSAcademics. Sally is an education governor at Finton House School and at King's College Wimbledon. In addition to mentoring newly appointed heads in IAPS schools she is an honorary steward at Westminster Abbey. **NMS Committees: Advisory Board.**

**Sara Green** is the principal and owner of The Jordans Montessori Nursery School in Hammersmith. Sara's vision is to provide high quality pre-school education and care for 2 to 4 year olds. She regards this 'Foundation Stage' as exactly that; a time when a child's emotional, spiritual and intellectual identity is developing. Before dedicating her career to the Early Years, Sara worked as a class teacher in preparatory schools, including Pembridge Hall and Orchard House. She hopes to bring this enthusiasm and passion to her position on the advisory board. **NMS Committees: Advisory Board.**



## Staff:

- 54 permanent staff
- 13 specialist teachers
- 7 visiting teachers
- Over 30+ training courses for staff, including Health & Safety, First Aid, Safeguarding.

**Faraday Staff:**

Sarah Gillam  
 Sarah Gimblett  
 Chris Webb  
 David Cobb  
 Marina Herring  
 Sarah Allgrove  
 Chloe Franks  
 Emma Finn  
 Theo Frangos  
 Clare Adams  
 Lamees Yousif  
 Shilpa Begum  
 Bonyo Dimitrov  
 Louise Kavanagh  
 Valerie Warde  
 Nazma Begum

Yvonne Foster  
 Felicity Maclean  
 Kate Tidball  
 Danuta Dykowska  
 Leila Kasumba

Mary Lee  
 Felicity Maclean  
 Viviana Miliarese  
 David Zsuponyo  
 Marta Lopez  
 Steph Oatridge  
 Tim Carnegie  
 Kenny Jarvis  
 James Bramley

**Maple Walk Staff:**

Sarah Gillam  
 Sarah Militello  
 Julie Partridge  
 Gill Sinclair  
 Gabrielle Dancey  
 Shamim Breen  
 Tiffany Brooksbank  
 Andia Markou  
 Mabel May  
 Hope Ritchie  
 Michelle Ward  
 Sonia Gomez  
 Angharad Dummett  
 Nicola Martineau  
 Mia Santa-Olalla  
 Hannah Morikawa  
 Connie Awit  
 Kate West  
 Chantelle Nylander-Quartey  
 Tempest Hepenstall-Brown  
 Raziha Hussain  
 Laura Thurlow  
 Friederike Lindner  
 Jennifer Etienne  
 Sarah Biasibetti  
 Aoife Murphy  
 Francoise Romand  
 Lee Burian  
 Melissa Harrison  
 Ana Machado  
 Heather Eastland  
 Bonyo Dimitrov

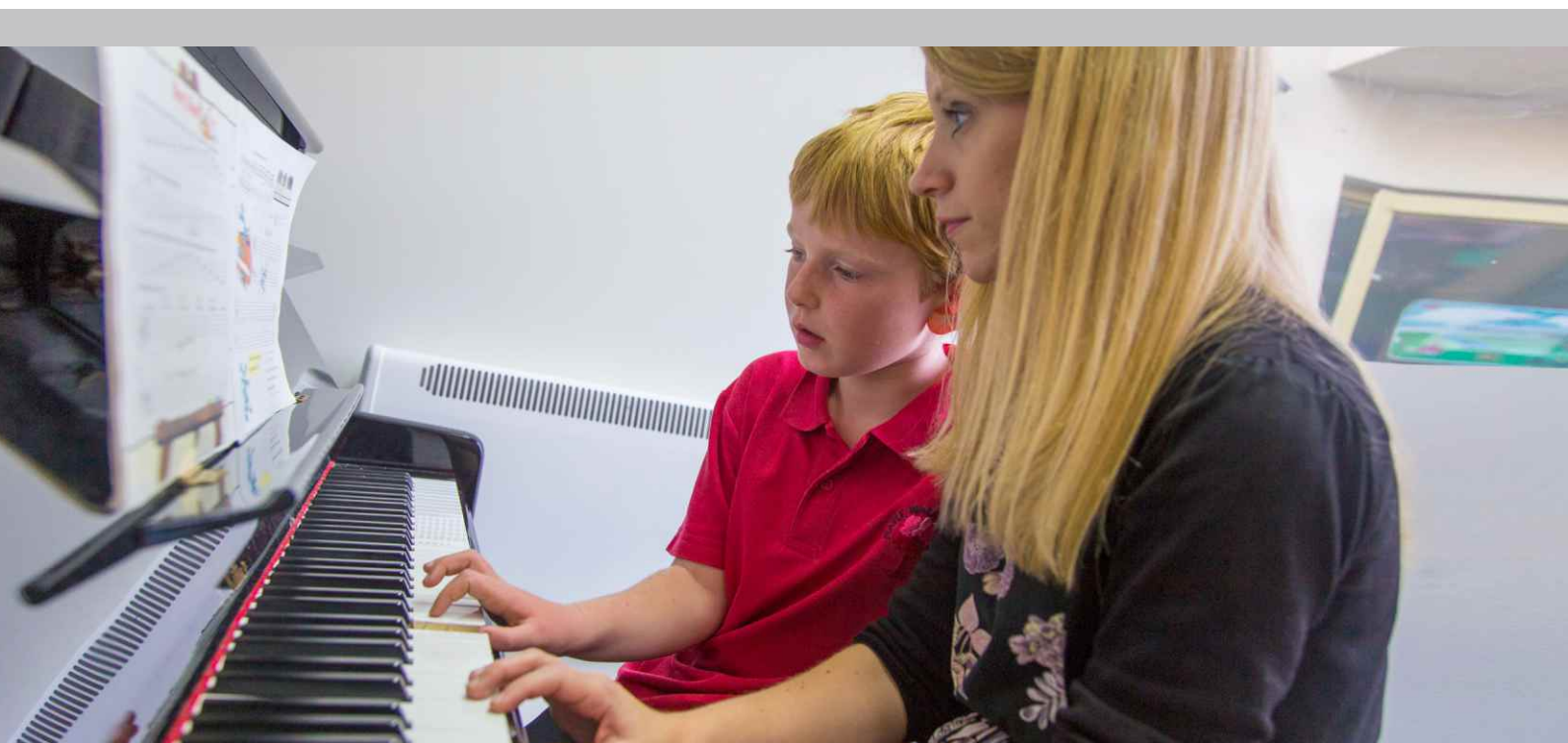
**Maple Walk Staff:**

Yvonne Foster  
 Haron Porter  
 Ned Connors  
 Pippa Aston-Brown  
 Katie Whitehead

Rav Koura  
 Fiona Gibbs  
 Rob Allen  
 Alex Lewis  
 Lene Sahlholdt  
 Robin Porter  
 Katy Warman  
 Siglinde Buhl  
 David Carmichael  
 Charles Bieman  
 Tyrone McKenzie  
 Dora Martinkova  
 Charlie Jones  
 Ali Hussain  
 Kishan Pattni

**NMS Central Office:**

Mamoona Ahmed  
 Hilary Causer  
 Emily Compston  
 Dawn Knee  
 Peter Meyer  
 Peter Wolton



## Friends of Faraday and Maple Walk Schools

The Friends of Faraday and Maple Walk continue to support the schools with a range of fundraising and practical initiatives. The Friends, as PTA organisations, bring a wealth of enthusiasm and commitment to enhancing the learning environment.

### Maple Walk

The last year (2015-16) was a very successful one for the Friends of Maple Walk. The Friends raised just under £19k from four main events: the annual Queens Park Fair, a Christmas Fair at the school, a legendary Cabaret held in the Spring and a BBQ for parents at the school sports day. All events are aimed at building a community of parents and are predominantly social events, with fundraising an added bonus.

The Friends spent around £15k and built a fabulous new playground for the back of Maple Walk. Every pound spent is aimed at adding value to the curriculum, from equipment and experience to providing visiting specialists and entertainment for children. In the last year the Friends have funded an art week, a skipping workshop, visiting authors, a Lego day, gardening supplies and table tennis tables (to name but a few).

### Faraday

Last year the Friends extended their social and fundraising activities and, thanks to their efforts, the school benefitted from a number of items of new equipment. Highlights included a Reception parents welcome BBQ, a second school disco and BBQ, Summer fair, Christmas raffle and clothes recycling initiative.

In the school hall there is now an extension to the existing stage, with a raised platform and safety rails. Meanwhile, pupils in computer club have enjoyed using new Lego programming kits. Other purchases include a wide range of dressing up toys, gardening hand tools and a variety of toys. Faraday is still a growing school and the Friends body is getting stronger each year.

NMS is most grateful to the Friends of Faraday and Maple Walk for all the hard work they put into their fundraising and social events, which are such a fun feature of life at our schools.

### Supporters

We are grateful for the support of:  
The Craigmyle Charitable Trust,  
The Fishmongers' Company,  
Urban Space Management Limited  
and Oldfield Partners.



# NMS Vision and Values

## Our vision

Broadening access to high quality independent primary education

This means:

- high expectations for each child's overall development
- inspirational teaching and a wide range of extra-curricular activities
- instilling habits of effective learning and good behaviour at an early age
- preparing pupils to perform to the best of their abilities in public examinations
- “not-for-profit” ethos to provide a first class education at the lowest sustainable cost.
- providing a new model for running schools

## Our values

### Our community

Nurturing and inspiring. Our values derive from a broadly Christian ethos, with obligations of courtesy, helpfulness and openness.

### Our work


Starting with strong foundations in literacy and numeracy, we aim to instil a love of learning in children through an inspiring and broad knowledge-based curriculum.

### Our goals

To teach pupils the knowledge, skills, and habits that will allow them to fulfil their potential and to grow towards maturity and self-confidence.

Value for money and strong links with our parent body.



A photograph of two young girls in school uniforms embracing on a sports field. The girl on the left has her back to the camera, wearing a dark blue t-shirt and shorts. The girl on the right is wearing a dark blue hoodie and shorts, with her arm around the first girl's shoulder. They are standing on a paved area with a green fence in the background. A red pole is visible on the right side of the frame.

"The general consensus seems to be that it delivers a great education and is a school which pushes each individual to strive"

Good Schools Guide review of  
Maple Walk December 2016



New Model School  
Unit 121 Buspace Studios  
Conlan Street  
London W10 5AP

020 8965 7374  
[www.newmodelschool.co.uk](http://www.newmodelschool.co.uk)

New Model School Company Limited  
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