



# ANNUAL REPORT 2016 - 2017



"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.*







## Introduction

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

Thanks to the hard work of teachers, staff, parents, volunteers and the small number of executives in our head office, we now provide excellent education, backed by our knowledge-based curriculum, to about 300 children.

Special thanks go to Peter Wolton who leaves us after eight years' unstinting service, first as C.E.O. and then as Executive Vice-Chairman. We welcome Deborah Livsey to the new post of C.O.O. as well as Alexandra Cornforth and Xavier Villers as new non-executive directors. Later in this report, please do read more about the talented support which we receive from our executives and non-executives alike in ensuring the highest standards at our schools.

Our fees are pretty much the lowest of any independent school anywhere near our east and west London catchment areas – and less than half the cost of many. Low fees and high standards are good for families, but also enable any bursary donations to have high impact and allow us to spread excellent education to as many children as possible. This report will give you further details.



**David Jones,**  
Chairman of NMS





## A Review of the Year 2016–2017

In my fourth year as Chief Executive Officer I am delighted to report on another positive year, with successful transfers to schools of their choice for our pupils and another year of financial surplus for the company.

**Peter Meyer**  
Chief Executive Officer

Despite fee increases, our fees remain amongst the very lowest in London and we believe our schools give great value for our parents. Notwithstanding this, our low fee approach does not stop us aiming for excellence and seeking to get better and better in what we do, and offering more and more to our pupils, so as to improve the value we provide.

Aiming for excellence also involves investing in people, resources and facilities. In 2016-17 we consolidated implementation of new software covering the Maths and Computing curriculums; we brought into use new container-based accommodation provided by our landlord at Faraday; and we commenced a program of work using every holiday for two years to extend and improve the site facilities at Maple Walk. In 2017-18 we have started introducing new LED screen technology into our classrooms, a process which will be completed in 2018-19.

Compliance with regulations remains an absolute priority. We had a spotless compliance inspection at Maple Walk in early 2017 and a similar result from a Material Change inspection visit at Faraday. We continue to test ourselves however and we additionally requested a free "pre-compliance" visit, as

offered by the ISA, at Faraday in November 2017, and again received a green light. Lastly, on compliance, we yet again undertook the complete review of all our policies and procedures over Summer 2017 and our websites now include 76 policies, a further nine above last year, to bring us entirely up to date with best practice, government regulations and new guidance.

I am sorry to report that two important people in the fabric of The New Model School Company are leaving us in December 2017: our current Executive Vice Chairman and my predecessor as CEO, Peter Wolton, after eight years with us; and our long-standing founding parent advisor and erstwhile Chair of Maple Walk Friends, Maureen Vivian, after ten years with us. The company owes a great debt to both. Peter is using this report to say a few words about his time with us.

Our Faraday Head Teacher also resigned for personal reasons in late November 2017, and the school is now in the extremely capable hands of Miss Sarah Gimblett as Acting Head. Miss Gimblett continues to impress all who meet her, and she will be assisted in 2018 by Sarah Gillam, our Maple Walk Head Teacher who assumes an Executive Head role. We are undertaking a search for a new head teacher, which will include both internal and external candidates.





## The New Model School Company Limited

### Profit and Loss Account - Year ended 31 August 2017

	2017 £	2016 £
<b>Turnover</b>	<b>2,988,685</b>	<b>2,879,040</b>
Cost of sales	(2,525,808)	(2,332,491)
<b>Gross profit</b>	<b>462,877</b>	<b>546,549</b>
Administrative expenses	(371,713)	(393,188)
<b>Operating surplus</b>	<b>91,164</b>	<b>153,361</b>
Interest receivable and similar income	5,166	2,849
Interest payable and similar charges	(250)	(250)
<b>Surplus before tax</b>	<b>96,080</b>	<b>155,960</b>
Tax on surplus	(41,540)	(29,430)
<b>Surplus for the financial year</b>	<b>54,540</b>	<b>126,530</b>

### Balance Sheet as at 31 August 2017

	2017 £	2016 £
<b>Fixed assets</b>		
Tangible assets	<b>336,922</b>	<b>266,756</b>
<b>Current assets</b>		
Debtors: amounts falling due within one year	112,857	22,871
Cash at bank and in hand	1,531,986	1,411,074
Creditors: amounts falling due within one year	(1,466,084)	(1,272,148)
<b>Net current assets</b>	<b>178,759</b>	<b>161,797</b>
<b>Total assets less current liabilities</b>	<b>515,681</b>	<b>428,553</b>
Creditors: amounts falling due after more than one year	(11,850)	(11,600)
Provisions for liabilities: Deferred tax	(32,338)	-
<b>Net assets</b>	<b>471,493</b>	<b>416,953</b>
<b>Capital and reserves</b>		
Called up share capital	501,057	501,057
Profit and loss account	(29,564)	(84,104)
<b>Shareholders' funds</b>	<b>471,493</b>	<b>416,953</b>





**Sarah Gillam**  
**Head Teacher,**  
**Maple Walk School**

This is a wonderful opportunity to celebrate the huge successes of Maple Walk over the past year. For a Maple Walk pupil, success comes perhaps academically or through the creative arts or on the sports field and School life is a critical part of a young person's development;

I am delighted with the many opportunities we present to the children to learn skills, problem solve and to take part in an array of meaningful activities.

Whilst the pupils have achieved marvellous results, none of these would be possible without the wonderful parent body, the environment and teaching skills of the staff and the support of NMS.

The staff have benefited from discussion, professional development and structured training in staff meetings. It is exciting to walk through the school assessing the learning of the pupils and hear stimulating conversations between the children due to the excellent questioning of the teachers and to read through the pupils' books and see that clear, effective marking is ensuring excellent progress. The curriculum continues to be enhanced with cross-curricular events, for instance the painting, 'Penelope with the Suitors' 1509, by Pintoricchio that we studied during Art Week led to art work, animation work and the study of Greek myths, Geography, English and maths work.

Our sports department has continued to have huge success in the realm of cross country and athletics as well as the more traditional pursuits of: football, netball, tag rugby and hockey. Children at Maple Walk are given an opportunity to develop

their creative side – perhaps in music, dance or drama. As I write, the children are preparing for a Christmas Concert, a Year 1 and Year 2 musical production, the LAMDA (London Academy of Dramatic Art) group are practising their performance poetry and the two school choirs are rehearsing for their performance. Regular "Musical Moments" in a weekly assembly provide opportunities to perform in front of their peers and parents.

The impressive range of before and after school activities offered to the pupils has continued to grow and this year includes the addition of robotics, skate-boarding and glee club.

Junior Road Traffic Officers are appointed after a rigorous recruitment process (including a letter of application and interview) and they have implemented a number of travel awareness events – the most popular being the Bikers' and Walkers' breakfast. It is thanks to their hard work that we have retained our gold award from Transport for London for our sustainable travel plan.

The parent body (the Friends) provide additional opportunities for the children to thrive at Maple Walk and the highlight has to be the numerous visitors and events that they support, such as: the author visits, the Robotics workshops and the Science workshops, to name but a few.

I look forward to another exciting year where our Year 6 children will leave confident and articulate and with a good worth ethic; well-equipped for the next stage of their education.

**Sarah Gillam, November 2017**







**Sarah Gimblett**  
**Acting Head Teacher,**  
**Faraday School**

Faraday is looking better than ever with our new container classroom in full use with Reception; and Year 1 on the ground floor with improved access to outdoor space, which has enhanced their learning in a range of subject areas.

Our garden area has been thriving in the warmer weather and has been a source of nutrition with vegetables that children ate at school and sold at the summer fair. Inside the building, there has been a hive

of activity as our curriculum has grown and changed and our biggest group of Year 6 leavers left for Secondary School.

A strong Senior Leadership Team is established with Mr Chris Webb as Director of Studies and Mr Jamie Dewar as the Head of EYFS. Together with staff, our focus is on ensuring that all pupils make as much progress as possible, as they develop into well-rounded citizens, and that they are happy at Faraday. We have an experienced and enthusiastic team of teachers and assistants again this year who are dedicated to providing an all-round excellent education for all children.

Our balance between the national and the core knowledge curriculum has ensured our pupils are engaged, challenged and inspired in their learning. With London as our classroom, classes of all ages have visited a wide range of sites across the city to enhance their learning in school. Our Years 4, 5 & 6 children all enjoyed their residential experiences with the children from Maple Walk last summer and are very much looking forward to going on their next adventure next year.

We have continued to offer a wide range of extra-curricular clubs each term, new to our programme this year was gardening, and robotics / coding which both proved very popular. LAMDA – London Academy of Music and Dramatic Arts – was also introduced and has been advantageous for participants as they develop their performance skills. Children throughout the school have entered a wide variety of competitions, particularly in art and English and many have had great success.

Our house system is in place as well as "buddy classes" for our oldest and youngest students which has provided wonderful opportunities for children across the school to interact and learn from each other. The School Council have had a positive impact this year and have been proactive in promoting Remembrance Day and Road Safety.

The Friends of Faraday have continued to work with great dedication and enthusiasm for the School and provide a wider range of social events and fundraising activities for the children and parents to attend. This academic year the focus is on purchasing gymnastics equipment for use in Physical Education lessons.

As we look ahead to a new year, we are all very much looking forward to continued academic success, a larger group of Year 6 pupils heading off to a range of secondary schools and to develop our specialist and extra-curricular programmes even further.

**Sarah Gimblett, Acting Head Teacher**  
**November 2017**





**Peter Wolton**

At the end of 2017 I shall be retiring from New Model School. I joined in 2009 when Maple Walk had 75 pupils and was still in the church hall and annex in Kensal Road. We now have two schools with a total of 300 pupils.

My time at NMS has been life affirming and a constant learning experience (and I hope for our children!). "The glory of God is the human being fully alive" wrote St. Irenaeus in

second century and that is what we seek to bring about in our schools.

It is clear to me that our schools are no ordinary schools. All schools have the key constituencies of children, staff and parents. At NMS we have three more: landlords; shareholders; and unpaid advisers and non-executive directors; all of whom support unstintingly our "not for profit" ethos, our knowledge based curriculum and our vision of excellent education at the lowest sustainable fees. In my early days our bank manager asked "Why on earth are you doing this?" The answer was easy – "Because our children and parents need wider educational choice."

Parental support, especially in the early days, has been so important and appreciated. It is through their encouragement that Maple Walk undertakes amazing drama and art as well as competing successfully on the sporting field. We are now seeing this side of Faraday evolving at a similar time in its life.

The best moments have been on visits to the schools. I have the honour of giving mock interviews to Year 6 as they prepare for the 11+. It is so exciting to see how articulate, talented,

considerate and caring our children are. I also undertake Safeguarding monitoring visits which include informal sessions with the children to check whether they feel happy and safe at our schools and if there is anything we could be doing better. Their responses to questions show great responsibility and maturity.

I move on to spend more time at the United Benefice of Holland Park. There are so many people to thank but space prevents this. I do wish to thank one person in particular, namely Peter Meyer, whose mastery of finances and educational regulation has given NMS such a strong platform, so I leave confident that children will thrive in NMS schools.

Let me close with words of St. Paul which reflect so much of what good education is about: "Finally, beloved, whatever is true, whatever is honourable, whatever is just, whatever is pure, whatever is pleasing, whatever is commendable, if there is any excellence and if there is anything worthy of praise, think about these things."





There were 15 children in Year 6 at Maple Walk and 7 at Faraday in the academic year 2016-17. Our pupils received offers from the following schools:

Aldenham  
 Blackheath School for Girls  
 City of London Academy  
 Canary Wharf College  
 Dwight  
 East London Science School  
 Emmanuel  
 Forest  
 Greenwich Free School  
 Hampstead  
 John Lyon  
 Kew House  
 King Alfred  
 Marylebone Boys'  
 Merchant Taylors  
 Northbridge House  
 Northbridge House Canonbury  
 The Oratory  
 Portland Place  
 Queens' College  
 Queen's Gate  
 QPCS  
 St Augustine's Priory  
 St Benedict's  
 St James Girls'  
 St Marylebone Girls  
 UCS  
 West London Free School  
 Wetherby

In previous years, pupils received offers from the following schools:

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



## Directors



David Jones: MA (Cantab) DL (Chairman) 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.



Simon Phillips: has held senior positions at the Grosvenor Group, UBS Investment Bank, DoubleClick and The Economist in the UK, Europe and Asia.

He now runs his own advisory business Structured Marketing Solutions, helping firms with marketing and strategy planning issues.

He is also a Director of WBC Training and a Trustee of Stoll, the UK veterans housing charity.



Peter Meyer: BA Hons (Bristol) FCA (Chief Executive Officer) has had a career in financial management that has included spells at JP Morgan and HSBC.

In 1990, he joined Schroders, where over 11 years he acted as CFO of its banking, securities and fund management arms.

Prior to joining NMS he was a Director of a residential property development company.





## Directors



Peter Wolton: MA (Cantab) (Executive Vice Chairman) has a background in asset management, where his roles included membership of the Group Management Committee of Schroder Investment Management Limited and Chief Executive of Baring Asset Management Limited.

He has served as a United Benefice of Holland Park. He is also a director of CC Japan & Income Growth Investment Trust plc.



Alexandra Cornforth: BA (Oxon), MLitt. After studying music at university, she spent almost thirty years in the City, firstly working in mergers and acquisitions activity and later specialising in regulatory compliance.

Until April 2017 she was Head of Compliance for the UK operations of a major Canadian insurance company and is now a regulatory compliance consultant.



Xavier Villers: MA (Oxon) is an Associate of the Chartered Insurance Institute and a senior partner at Miller Insurance Services LLP. He served on Miller's main board from 2004-16 and was Chairman of the Marine Executive of the London and International Insurance Brokers Association from 2009-15.

He also sits on the finance committee of the Westminster Almshouses Foundation. Advisors



## Advisors

Jonathan Cubitt: BA ACA 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. Prior to that, he spent 15 years in the accountancy profession working for several leading accountancy firms.

Andrew Ellams, MA (Oxon) 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.

Ian Elliott joined the Advisory Board in July 2017 as a parent of two children at Maple Walk School. Ian has a long career in the public sector, supporting local authorities to improve services to children and families. Ian has managed a variety of programmes, such as developing autistic provision; redesigning nurseries and children's centres to be more cost effective; and improving safeguarding of vulnerable children and young people. Ian currently runs his own business, providing consultancy support to four London boroughs and delivering innovative services to children in care. Ian has been the Chair of the Friends of Maple Walk since 2015 as a Trustee of the Friends' committee.

Sara Green: BEd (Hons) Kingston, NNEB, Mont Dip (LMC) 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. Sara says, "At this precious time in our lives if our very being is nurtured, our potential will be recognised and future happiness and success can and will be achieved". 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.

Sally Hobbs, BA (Hons), PGCE, taught in the independent sector for over thirty years. Following ten happy years at Norland Place School she was appointed as the first headmistress of Orchard House School. She remained there for over twenty years building up the school's reputation for academic excellence as well as sport and music. She carried out a number of inspections as a team inspector for ISI. She was named Prep School Head of 2015 by Tatler magazine, and given a Lifetime Achievement Award by the TES. Sally is a governor at Finton House School and at King's College Wimbledon, and remains involved with the IAPS as a mentor to newly appointed heads.

Margaret Lenton: BA (Hons) FRSA JP was Principal of Slough Grammar School for 22 years, retiring in 2010. Under her headship, the school became one of the finest in the maintained sector and 99% of pupils in 2010 achieved five or more GCSEs at A\*-C. The last Ofsted report under Mrs Lenton's leadership rated the school outstanding in every area. Mrs Lenton is a former member of Brunel University's Council, a Governor of a number of schools in Berkshire and a member of the East Berkshire Bench. Recent projects include active involvement with the celebration of the 400th anniversary of the publication of the King James Bible and the 800th anniversary of Magna Carta.

Justin Shaw: MA (Cantab) is a Director and Deputy Chairman of NMS, having been its Chairman from the company's foundation in 2004 until 2008. He was also Chairman of Civitas and remains a trustee of the independent social policy think-tank. After receiving a Senior Exhibition in Philosophy at Cambridge, he studied law and was called to the Bar at Lincoln's Inn. Justin is now a full-time writer. Recent novels include *The Illumination of Merton Browne* and *Ten Weeks in Africa*.

Maureen Vivian: joined the Advisory Board as one of the pioneering founder NMS parents. She has been with Maple Walk since its inception and her son was in our first Year 6 graduation. Her daughter was also at the school, graduating in 2016. She offers a wealth of practical support to the school, Head Teacher and Friends of Maple Walk. Maureen is a founding member of the Friends and acts as Standing Trustee of the Friends' committee. Maureen is a highly-regarded freelance fashion stylist, and the creativity she uses for this has contributed both to the Friends' fundraising activities and to general support for the school.





## Committees

### Audit Committee

Jonathan Cubitt (Chairman)  
David Jones  
Peter Meyer  
Simon Philips  
Alexandra Cornforth  
Xavier Villers

### Remuneration Committee

Simon Philips (Chairman)  
David Jones  
Margaret Lenton  
Peter Meyer  
Alexandra Cornforth  
Xavier Villers

### Teaching and Learning Committee

Margaret Lenton (Chairman)  
Andrew Ellams  
Sarah Gillam  
Peter Meyer  
Justin Shaw

### Senior Management Team

Peter Meyer (Chair, Chief Executive Officer)  
Sarah Gillam (Head Teacher, Maple Walk School)  
Sarah Gimblett (Acting Head, Teacher Faraday School)





## Friends of Maple Walk

It's been another successful year for The Friends of Maple Walk school. Throughout the 2016-17 school year, parents came together to raise money for the fun things that add value to the school curriculum. Every parent is a Friend and the year began with a food stall at the community Queens Park day, attended by thousands of local residents and organised by parents. The school's cakes sold out in record time and we raised over £1,500. The Christmas Fair at the school raised even more and for the first time we relocated the parent Spring Social in March from the school to a local venue, to enable more parents to attend. The result was a massive £4,500 raised from ticket sales and auction.

The money raised is well spent. This year we invested to kick-start the school's robotics club and also had visits and shows from authors and theatre companies at the school. In the next year we want to expand the garden and buy a greenhouse, to enable lower school to grow more fruit and vegetables. Funding will be available for sporting equipment and kit. We have a target to build play equipment at the front of the school, following the successful installation at the rear of the school last year.

Every pound we raise is thanks to the parents and their commitment to The Friends of Maple Walk. Every pound spent brings a smile to children's faces and at the same time adds value to the school curriculum.

**Ian Elliott – Chair of the Friends of Maple Walk**

## Friends of Faraday

The Friends of Faraday is a parent association that provides additional fundraising to help buy things for our children above what is provided by the school. As well as being a fundraising group we are a social and support network for parents and a voice into the school. The moment your child becomes a student at Faraday, you as parent/carer automatically become a member of the Friends of Faraday.

Typical fundraising events have included book fairs, Christmas raffle, school disco, bake sales, film nights and our ever popular summer fair which also gives an opportunity to incoming parents to connect with teachers and current parents.

For the school year 2016-2017 we raised approximately £2,000 and we were able to contribute in the setting up of Faraday's first mini allotment, which has been a great success with all the children and has developed into a flourishing after school club. The funds raised also allowed us to purchase 6 high quality digital cameras one for each classroom.

The FOF team depend on the goodwill and continued support of the parents at Faraday School and continue to raise significant funds each school year.

**Deepika Patel – Chair of the Friends of Faraday School**





## NMS Vision

### 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.

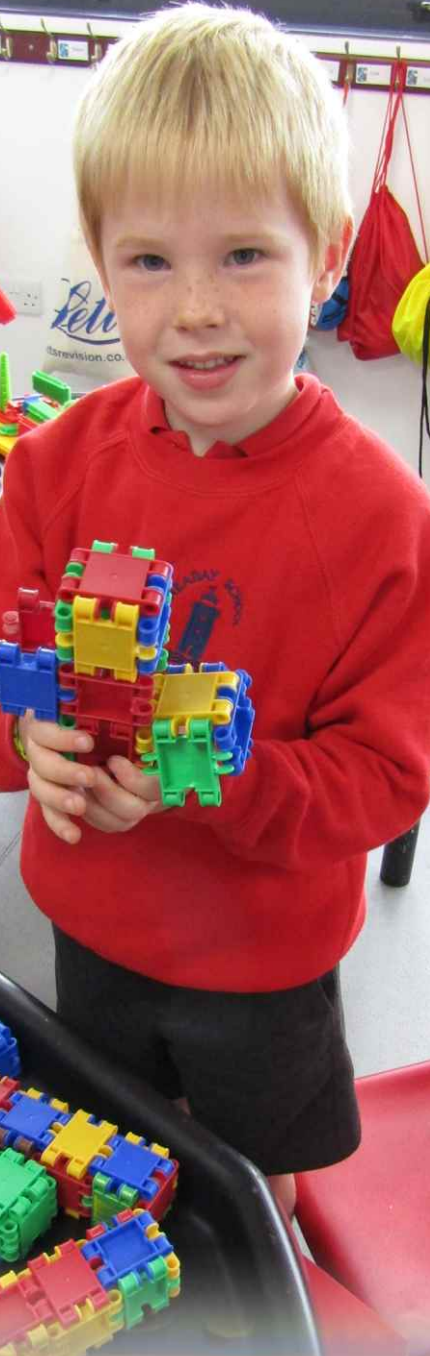
### Our work

- 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.





## Supporters

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

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