Queen Anne Royal Free First School

Nurturing Growth

STRATEGIC PLAN 2026

A summary for parents and carers



October 2026

2026

WELCOME

Introduction



Queen Anne Royal Free First School welcomes children from Reception through to Year 4 in the heart of Windsor. We are proud of what makes us distinctive: the relationships, the individual care, the community of families who choose to be here, and our wonderful grounds and the cultural richness of Windsor around us. This plan is designed to protect and strengthen all of that, and to set a clear, honest direction for the next three years.

This summary is for parents and carers. It explains where we are today, where we are heading, what you should expect to see change and how you can help. We hope it gives you a clear picture of the school we are building together, and we would love to hear what you think.

Judith Street
Headteacher

Carly Talbot
Chair of Governors

WHO WE ARE

The role of a school governor

Strategic direction

Setting priorities, vision, ethos and policy.

Accountability

Reviewing performance, supporting and challenging the Head.

Financial health

Making effective use of our financial resources.

STRATEGIC PLAN 2026

Why we have a strategic plan

A school plan only works if everyone can see what it is for. Ours has four jobs.

Set clear direction

A three-year ambition to guide our annual School Development Plan.

Protect what we love

A unique school with a strong ethos and heritage.

Respond to local needs

Changing demographics and a changing local environment.

Set goals and milestones

Accountability and progress measures that you can follow.







WHERE WE ARE TODAY

An honest starting point

A plan is only as good as its starting point, so we begin with an honest look at where we are.

What we are proud of

Relationships and care
Every child is known and supported as an individual.

Grounds and setting
Our woods, gardens and the cultural richness of Windsor around us.

Results moving up
Results are improving and children make strong progress from where they start.

A loyal community
Families who choose to be here.

What we are working on

A changing local picture
Windsor offers families plenty of choice, so we want to reach more families who have not yet considered us.

Reputation
Making sure our reputation reflects the school you know.

Growing and complex needs
More children arrive with additional needs, which mirrors the national picture. Meeting them well takes continued investment in staff skills and support.

A stable, cohesive team
Consistency matters deeply to children and families, so keeping and developing great people is a priority.

None of this is a reason to worry. It is exactly why we have a plan.

OUR VISION

The Queen Anne Experience

Our vision of Enjoy, Include, Achieve was created by the school community and the children, and it stays. What is new is that each part now has specific aims and measures, so we can see whether we are delivering.

Enjoy

Pupils feel safe, valued and motivated, with strong relationships, wellbeing support and rich experiences that bring joy and foster a lifelong love of learning.

We will look at: pupil voice, attendance and safeguarding

Include

Every child and family is known, welcomed and valued, part of a community that belongs to all, supported by wraparound care and a curriculum that works for everyone.

We will look at: parent voice, community engagement, and SEND and Pupil Premium attainment

Achieve

All pupils build the knowledge, skills and learning habits to reach ambitious standards, leaving confident and ready for middle school and beyond.

We will look at: staff voice, academic data and progress

The voices of pupils, parents and staff sit alongside the data. Your views are part of how we judge success.



HOW WE WILL DO IT

Four priorities, working together

Our plan is organised around four connected priorities, each dealing with a different part of what Queen Anne needs to thrive. They depend on each other: a thriving team helps us deliver a distinctive offer, and both help build the reputation that lets more families choose us.



1

Strengthen our community and reputation

Sharing the warmth our families already feel, and giving more families reasons to choose and champion us.



2

Build a thriving staff team

Staff who feel heard, developed and proud to be part of Queen Anne.



3

Become the school of choice for working families

Wraparound care and a school day that fits family life.



4

Deliver a distinctive Queen Anne offer

Ambitious learning that makes the most of our grounds, heritage and community.

1 Strengthen our community and reputation

Families who know Queen Anne speak warmly of it. We want everyone to see the school you know.

Families who know Queen Anne speak about it with real warmth, but our wider visibility does not yet match that. Rebuilding trust takes time, so we are treating it as steady work rather than a campaign. The best advocates for this school are the families who are already here.



Year 1	**Listen and clarify.** Gather parent views, agree our story, and start regular, consistent updates.
Year 2	**Show progress.** Share our milestones and results in plain language, with a stronger website and social presence.
Year 3	**Grow champions.** More families choose Queen Anne, and parent voice is built into how we review.

What you will see

Regular news, clearer sharing of progress, and chances to tell us what you think.

2 Build a thriving staff team

Our staff are the heart of Queen Anne. Children flourish when they are known by people who are supported.

Our team is dedicated, and consistency matters enormously to children and to families. Retention, consistency and wellbeing are things we are actively working on, and governors are treating this as a priority.



Year 1	Listen to staff, look at workload and wellbeing, and agree development plans.
Year 2	Invest in training and leadership pathways, and build a shared team culture.
Year 3	A confident, stable team where staff feel heard, developed and proud to be here.

What you will see

Familiar faces, consistent teaching, and a team that is visibly supported.

3 Become the school of choice for working families

Many families balance work and school life. We want Queen Anne to be the natural choice for them.

Wraparound care is already part of what we offer, and it sits within our Include vision. We want to make sure it works as well as it can for families balancing work and school life, and that everyone understands what is available.



Year 1	Ask working families what they need, and review our wraparound care and how we share information.
Year 2	Improve and promote provision that fits working family life.
Year 3	Queen Anne is known as the natural choice for families balancing work and school.

What you will see

Clearer information on wraparound care and a school day that works harder for families.

4 Deliver a distinctive Queen Anne offer

Being good is not enough. We want learning that is ambitious and unmistakably Queen Anne.

We want a curriculum and enrichment that make the most of what is special about us: our grounds, our heritage that goes back to 1705, and our place in Windsor. Little Woods, the Lost Garden and our pond are part of that story.



Year 1	Map our curriculum and enrichment, and define what makes a Queen Anne education.
Year 2	Deepen learning in our grounds and through Windsor and our royal heritage.
Year 3	An ambitious offer for every child, with consistent, high-quality, adaptive teaching.

What you will see

More learning outdoors and in Windsor, and ambitious teaching that works for every child.

KEEPING OURSELVES ACCOUNTABLE

How we will track progress

Enjoy

We will look at

- Pupil voice
- Attendance
- Safeguarding

Include

We will look at

- Parent voice
- Community engagement
- SEND and Pupil Premium attainment

Achieve

We will look at

- Staff voice
- Academic data
- Progress

Our commitment to you

Governors will review progress against the milestones, and we will report back to parents regularly, in plain language. Because our year groups are small, we will describe progress in comparative terms rather than publishing figures that could identify individual children.

YOUR PART

How you can help

Share your views

Parent voice helps set our priorities and measures.

Join in

QAPAFA (our PTA) and school events bring us together.

Spread the word

Tell friends about the school and encourage them to visit.

Talk to us

Governors and the Head are always happy to listen.

This plan protects what makes Queen Anne special and sets an honest direction. It will take time, and we will be open with you about how we are getting on.



Nurturing Growth

STRATEGIC PLAN 2026

We would be delighted to welcome you and show you The Queen Anne in action. To ask a question about this plan, or to arrange a visit, please get in touch.

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