



Evidence Informed Decision Making

BCASBO Leadership Series

February 6, 2026



Overview

- Historical Approach to Budget Planning

- Developments in Planning
 - Strategic Planning / Framework for Enhancing Student Learning
 - Risk Management / Operational Planning
 - Budget Planning

Planning Integration → Strategic Engagement →
Informed Consultation and Decision Making

Historical Approach to Budget Planning



- Consultation processes varied between districts
- Tended to involve interested parties versus actively seeking input from all stakeholders and rights holders
- Integration of other planning processes to inform budget consultation was often limited
- Decisions often not data driven
- Expectation that decisions are informed by those who choose to participate in the process

Evolution of Planning



- Strategic Priorities are Focused and Data Driven
- Planning Integration:
 - Inclusive and ongoing strategic engagement process
 - Alignment of operational and school planning
 - Annual and multi-year budget development process is driven by strategic plan priorities
- Strategic decision making is driven by a culture of continual focus on improvement
- Budget and operational planning shifts to become an extension of strategic engagement

The Framework for Enhancing Student Learning



- Focuses on accountability across the whole system
- Aims to continuously improve educational outcomes for every student in BC
- Aims to improve equity of learning outcomes for:
 - Indigenous learners
 - Children in youth and care
 - Students with disabilities or diverse abilities

Risk Management



- Consulting and Engaging on Risk Management
 - Priority risk areas are understood prior to budget consultation
 - Managing risk becomes a shared responsibility
 - Builds common understanding of trade-offs and risk acceptance
 - Supports the Board in their governance role

Operational Alignment



- School Planning – alignment with strategic plan
- Operational Planning – specific initiatives aligning with strategic plan, and operational priorities (including risk management priorities)
- Culture of continuous improvement focused on key priorities
- Right sizing reporting – always a means to an end (accountability, decision making, communications)

Planning Integration



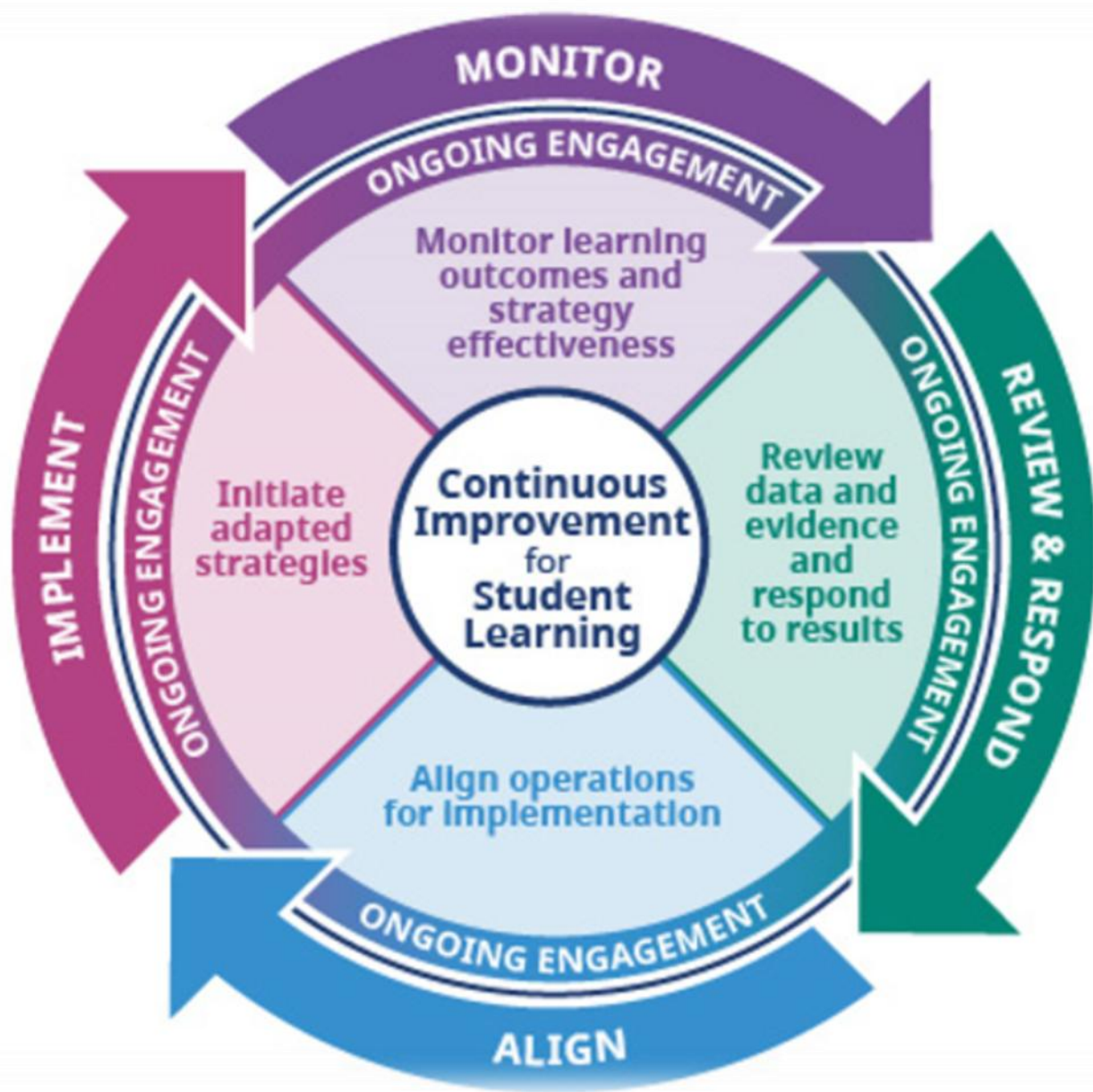
- Budget and operational planning shifts to become part of continuous conversation/consultation focusing on establishing priorities
- The focus of planning narrows to focus on specific initiatives (solutions) to address priorities
 - How to operationalize?
 - How does the budget need to align?
 - Have the changes implemented to date been effective? Do we need to adjust?

Data and Evidence



- Provincial and local quantitative data
- Qualitative data including Student Voice and consultation with staff and community
- Needs to inform understanding of equity for priority populations (student voice and disaggregated data)
- Continuous engagement important for building a common understanding

Monitoring and Adjusting is Continuous



Strategic Engagement in Practice



- Focused Initiatives/Interventions
 - system capacity for change is limited
- Drives the agenda of both governance and operations
 - monitoring, engagement and reflection is ongoing
 - Multiple data sources including student voice, disaggregated data and community engagement
- Regular reporting to governance (accountability)
- The right culture is foundational

Culture will be the focus after the break

Saanich Examples



- Early Literacy Intervention
 - Report card data and staff interviews revealed inequitable results
 - Initiatives included revamped approach to early intervention, teacher pro-D and reallocation of budget for staff/resources
- Transition Support for Indigenous Students
 - Indigenous Students (student voice) indicated that more support was needed when transitioning into secondary school
 - Initiatives included creation of Indigenous Liaison positions (advocates), enhanced cultural room with drop-in support, and ongoing cultural training for staff.

Discussion Questions



What are the barriers to evidence-informed decision making?

What is a first step that can be taken to shift the culture?



Leading Change

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Culture is the foundation for change



“You can have all the right strategy in the world; if you don’t have the right culture, you’re dead.” Patrick Lencioni

*“Culture is created by what you celebrate, tolerate, and reward.”
Brene Brown*

Common Vision

- The Board's strategic plan should create a common vision and mission that resonates with your community



Role Clarity and Accountability



- Role of the Board and Superintendent should be clearly defined in Board policy
- The Board's governance focus should be the overarching responsibility to improve student achievement
- Superintendent responsible for operations and implementation of the Board's student achievement priorities
- Consistency important for building culture

Supporting Board Governance



- Supporting and respecting the role of the Board is critical for creating a culture of trust
- Improving student achievement should drive the Board's agenda, in turn creating a culture of accountability throughout the organization

Discussion Question



What factors can impede the Board's focus on student achievement and what are potential strategies to mitigate?

Leadership Focus



- To be considered for a leadership position in Saanich, educators need to demonstrate the right character and a consistent track record of improving learning conditions

“Leadership: The resume may get you an interview, but evidence of your leading others lands you the job.”

“Always hire for great character. You can always teach skills.”

Leadership Focus



- Leadership development program for teachers focuses on the importance of curricular leadership, improving student achievement and fostering a positive workplace culture

“Our emphasis on leadership has created a culture of continuous improvement, professionalism and student success.”

Professional Development



- Professional Development aligns with strategic priorities and fosters a culture of change

Saanich Focus - Cultural competency / Anti-racism; mental health; literacy; Indigenous Ways of Knowing; Teacher leadership program

- Investment in robust professional development demonstrates respect for the important role all staff play

Focus on People



- Cohesive Management Team
- focus on supporting staff needs – Employee & Family Assistance Program (EFAP), Mental Health & Wellness resources
- Encourage innovation and taking risks – okay for staff to take risks and to fail in their growth journey

Focus on Relationships



- Strategic engagement with stakeholders and rightsholders is genuine
- Foster important relationships – First Nations, stakeholders and partners
- Focus on what is important (not getting distracted)
- Consistency in addressing identified barriers to student achievement (builds trust)

Communications



- Importance of communicating what you stand for – what are your values and priorities
- Sharing challenges and success builds a culture of continuous improvement
- Transparency builds trust

Discussion



➤ What is the first step creating the right culture?