

**DIRECTOR FOR DELEGATED ABORIGINAL AGENCIES CASE
PRACTICE AUDIT REPORT**

CARRIER SEKANI FAMILY SERVICES (IQB, IQC, IQF)

Fieldwork completed May 15, 2011

Audit completed by Aboriginal Policy & Service Support, Ministry of Children and Family Development

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DIRECTOR FOR DELEGATED ABORIGINAL AGENCIES CASE PRACTICE AUDIT REPORT

Carrier Sekani Family Services

1. PURPOSE

The purpose of the audit is to improve and support child service, guardianship and family service. Through a review of a sample of cases, the audit is expected to provide a baseline measure of the current level of practice, confirm good practice, and identify areas where practice requires strengthening. This is the second audit for Carrier Sekani Family Services. The first audit of the Agency was conducted in February 2007.

The specific purposes of the audit are:

- to confirm good practice and further the development of practice;
- to assess and evaluate practice in relation to existing legislation and the Aboriginal Operational and Practice Standards and Indicators (AOPSI);
- to determine the current level of practice across a sample of cases;
- to identify barriers to providing an adequate level of service;
- to assist in identifying training needs;
- to provide information for use in updating and/or amending practice standards or policy.

Aboriginal Policy and Service Support is conducting the audit using the Aboriginal Case Practice Audit Tool. Audits of delegated Agencies providing child protection, guardianship, family services and resources for children in care are conducted according to a three-year cycle.

2. METHODOLOGY

This was a Common Audit which involved a practice audit, an operational review and a financial review of the Agency. There were two practice auditors from MCFD Aboriginal Policy and Service Support who conducted the practice audit and operational review and three Business Advisors from Internal Audit and Advisory Services, Office of the Comptroller General, Ministry of Finance who conducted the financial review.

The practice auditors conducted field work from April 11-21 and May 9-13/11. The audit of the Family Service files was conducted by one of the auditors in the APSS office on June 14/11. The computerized Aboriginal Case Practice Audit Tool (ACPAT) was used to collect the data and generate office summary compliance reports and a compliance report for each file audited. There were a total of 68 open resource files, 3 open family service files and 86 open child

service files, for all three offices, at the time of the audit. A sample size of 20 resource files, 26 child service files and 3 family service files were audited or approximately 30% of the open child service and resource files and 100% of the open family service files. These files were randomly selected to ensure that a cross representation of files from each team member was reviewed.

As Carrier Sekani Family Services is composed of five offices located in Prince George, Vanderhoof and Burns Lake, an initial meeting with all of the staff did not occur. Upon arrival at the main office in Prince George, the auditors met with the Director of Child and Family Services/Family Support Services and available staff to review the audit purpose and process. The auditors met with the Supervisors and staff of the Vanderhoof and Burns Lake offices during the second week at the Agency. At the completion of the audit, the practice auditors met with the Supervisor and staff of the Burns Lake office to discuss the preliminary findings of the audit. The following week, one of the auditors participated in a teleconference with the Supervisor and the Guardianship staff from the Vanderhoof and Prince George offices and discussed the preliminary findings, the next steps of the audit process and the recommendations process. The Business Advisors held a separate meeting to discuss their preliminary findings.

3. AGENCY OVERVIEW

a) Delegation

Carrier Sekani Family Services was formed in 1990 and received C4 Guardianship Services delegation in 2003. This audit was conducted based on the C4 Guardianship work of the Agency. This level of delegation enables the Agency to provide the following services:

- Permanent guardianship of children in continuing custody;
- Support services to families;
- Voluntary Care Agreements;
- Special Needs Agreements;
- Establishment of Residential Resources

Carrier Sekani Family Services' current Delegation Confirmation Agreement is under an extension from April 1, 2011 to March 31, 2012.

b) Demographics

Carrier Sekani Family Services represents 11 First Nations. The nations are Burns Lake, Cheslatta, Lake Babine, Nadleh Whut'en, Nee Tahi Bhun, Skin Tyee, Stella'ten, Saik'uz, Takla Lake, Wet'suwet'en and Yekooche. These

communities represent approximately 5, 705 registered members (*Indian and Northern Affairs Canada, Aboriginal Peoples and Communities, Registered Population December 2007*). The communities are located in the north central region of British Columbia. The traditional territory covers a large geographic area from Anaheim Lake in the south to Takla Lake in the north, and the Rocky Mountains in the east to Hagwilget in the west.

Currently, Carrier Sekani Family Services has five offices located in Prince George, Vanderhoof and Burns Lake which provide services to their Nation members. Travel time from Prince George to Vanderhoof is approximately one hour 30 minutes, while the travel time from Vanderhoof to Burns Lake is approximately two hours by vehicle. There is also bus service and train service between the three communities.

Carrier Sekani Family Services has provided a number of services over the years and continues to provide a multitude of services to their Nation members. The Child and Family Services Program of Carrier Sekani Family Services is responsible for providing delegated services under the *Child, Family and Community Services Act*. Non-delegated programs such as the special services to children, family preservation, family support and family dispute resolution are also child and family programs which are provided to Nation members. Carrier Sekani Family Services focuses on providing community based services which are culturally appropriate for Carrier Sekani people. Other services provided by Carrier Sekani Family Services include Health Services, Research and Development and Family Justice.

Staff who provide delegated services work closely with the other program areas provided by Carrier Sekani Family Services. They also work closely with the local Ministry of Children and Family Development (MCFD) offices in Prince George, Vanderhoof and Burns Lake. Although the Agency's main responsibility is to provide services to members on reserve, they also provide services to members who live off reserve, when possible. Currently the Agency provides limited family service to their Nation members.

The communities are served by local hospitals/health units, public schools and RCMP detachments.

c) Professional Staff Complement

The Agency currently consists of five offices in Prince George, Vanderhoof and Burns Lake. In Prince George, there are three offices. The main office is where the Executive Director and the Director are located. Within the last year, the Prince George office (IQF) was split into two locations. The Resource team is now located in one office and the Guardianship team is now located in another office. There is one office in Burns Lake (IQB) and one office in Vanderhoof (IQC).

At the time of the audit, Carrier Sekani Family Services' delegated staff consisted of three team supervisors, eight guardianship social workers and four resource social workers. As well, the Agency has an Executive Director and Director of Child and Family Services/Family Support Services.

Of those delegated staff with conduct, and/or supervision of files at the time of the audit, eight have C4 delegation, and four have C3 delegation. One Resource Worker does not have delegation; however, has conduct of all of the Resource files in the Burns Lake office. The Resource Supervisor reported to the auditors that either the Resource Supervisor or another delegated social worker takes care of the delegated work required on the files maintained by the non delegated worker. However, this practice was not always evident on the files. The Director of Child and Family Services is not delegated, however, is involved in practice decisions as the senior manager and makes exceptions to policy on resource and guardianship cases, is informed of potentially conflictual cases, and facilitates meetings that are contentious. The auditors discussed these issues with the Director and the risk this poses to the Agency and the Director of Delegated Aboriginal Agencies. The Director believes that they are providing adequate supervision to the social worker and does not have any concerns regarding this or the Director's own involvement in delegated case decisions.

Many of the delegated and support staff at the Agency are long term employees, having been with the Agency for more than five years.

There is one team assistant for the Burns Lake office, one for the Vanderhoof office and one for two of the Prince George offices. The team assistants provide administrative support and records management to the resource and guardianship delegated staff.

d) Supervision and Consultation

The Director of Child and Family Services of Carrier Sekani Family Services does not have delegation and directly supervises the three delegated supervisors, the Family Preservation Supervisor, the Family Support Services Supervisor and the Prince George team assistant. The Resource Supervisor is responsible for the supervision of all of the resource workers in all three offices. The Guardianship Supervisor in Prince George is responsible for the supervision of all of the guardianship workers and the out of care options worker in the Vanderhoof and Prince George offices as well as the Vanderhoof team assistant. The Guardianship Supervisor in Burns Lake is responsible for the supervision of the guardianship workers, the Special Services to Children contract and supervisor, the Family Preservation workers and the team assistant in the Burns Lake office.

The Resource Supervisor has an open door policy regarding supervision or case consultation and is available in person as well by email or phone. The Supervisor is located in the Prince George office and does travel to the other offices but not

on a regular schedule. Tracking is conducted on an ongoing basis with the staff. All of the resource staff meet on a monthly basis as well they recently began attending the Prince George guardianship team meetings.

The Guardianship Supervisor in Prince George has an open door policy regarding supervision or case consultation and is available in person as well by email or phone. The Supervisor does travel to the Vanderhoof office occasionally and holds monthly tracking meetings with each worker where the Comprehensive Plans of Care are reviewed and to do lists are developed or revised. There is a team meeting every two weeks where delegated case discussions occur. Recently the Resource team has joined this meeting in order to discuss placement requests, changes, etc. The resource workers attend part of the meeting and then leave.

The Guardianship Supervisor in Burns Lake has an open door policy regarding supervision or case consultation and is available in person as well by email or phone. Each morning the office has a brief check in meeting with all of the staff. There are weekly office staff meetings as well as informal weekly meetings with the delegated staff. There are no minutes taken of these meetings however the Supervisor would like this to occur. Another recent development is the use of tracking sessions with each of the delegated staff. This Supervisor also carries a small caseload and receives supervision from the Prince George Guardianship Supervisor.

All three of the Supervisors are aware and acknowledge that the Director of Child and Family Services does not have delegation. When necessary, they do consult and involve the Agency Director as well they also use their Practice Analyst and the local MCFD team leaders for consultation purposes. The Supervisors reported that in the past the Agency has had a delegated Associate Director and this model worked very well for them.

4. STRENGTHS OF THE AGENCY

Agency staff are committed to serving their clients and the communities using a culturally sensitive approach. They are knowledgeable of the services available in/to the communities. They recognize the strengths and challenges facing each community. They attempt to work with the communities strengths and support the communities in the challenges they face. Many of the staff are First Nations, many being members of the communities served by the Agency and have knowledge of the history and culture of the Nations. There is a strong commitment and emphasis on the provision of cultural activities for the children and youth in care i.e. Culture camps, Drum making and Culture and Clan workshops. It is evident from speaking to the delegated staff and from the services and support provided to the children and youth in care and to the

caregivers, that the Agency staff are upholding the mandate and objectives of the Society as well as following the principles of the Board of Directors.

Another strength is the social workers are supported in taking their children in care to their home communities to meet or visit their families and to attend community cultural events. There were many examples on the files audited where children and youth had ongoing contact and visits with their family members, including trips to their home communities.

A further strength is that professional development is supported by the Agency and many of the staff reported that there has been significant positive development in this area.

The auditor identified several strengths of the Agency and of the Agency's practice over the course of the audit:

- Organization of physical files – the physical files were in good order with the documents being grouped into sections, in chronological order. Also, filing was up to date.
- Best Practices - While the Agency uses an older version of the Best Practices database for their contact notes, there is a high level of documentation on the files. Most of the files had multiple volumes of information.
- Referrals for service – The auditors found that the Agency social workers were determined to find the appropriate services for the children and families they served.
- Resource development – the Agency is considering a pilot project with the Carrier Sekani Research Department to develop a “Clan House” for families who are at risk of MCFD involvement or to use it as a safe house for children at immediate risk where the community can intervene. The pilots may take place in the communities of Cheslatta and Lake Babine.

5. CHALLENGES FACING THE AGENCY

One of the challenges identified by some of the staff interviewed is the lack of a delegated Associate Director. As previously stated, this position was previously staffed at the Agency and has been vacant for over a year. The staff recognize the need to have a senior delegated Manager at the Agency level for consultation and supervision purposes and expressed some concern regarding their liability exposure by consulting with the non-delegated Director.

A further challenge for the Agency is that over the past few years, the Agency has experienced some staff turn over as well as over the last year staff being away on maternity leave. The Burns Lake office faces a particularly difficult time in hiring and retaining qualified staff. This problem is also a challenge for the Burns Lake MCFD office.

The auditor identified other challenges to the Agency and of the Agency's practice over the course of the audit:

- General challenges facing the communities – some of the challenges facing the communities include drug and alcohol abuse, unemployment, shortage of housing, recovering from historic abuse and members suffering from Fetal Alcohol Spectrum Disorder.
- Payment process – staff reported that the current caregiver payment system is antiquated with manual cheque requests still being used which results, at times, in delays in the provision of the funds requested. This system does not meet the emergency needs of the delegated work. In addition to this, there is no access to petty cash at any of the offices so the social workers need to provide the funds for any smaller purchases for their child or youth in care up front and then wait for weeks for reimbursement.

6. DISCUSSION OF THE THREE PROGRAMS AUDITED

The audit reflects the work done by the staff in the Agency's delegated programs over the past three years.

a) Resource files

As previously stated, 20 out of 68 open resource files were audited. Many positive aspects were found in the resource files including: documenting supervisory approval, completion of home studies, training of caregivers, signed agreements with caregivers and appropriate closure of a family care home.

Documentation missing from some of the resource files included: monitoring and reviewing the family care home, completion of the application and orientation requirements and protocol investigation involvement and outcome.

In regards to the protocol investigation and involvement, as a C4 agency, Carrier Sekani Family Services has a support role with their caregivers while MCFD has the lead role as the investigator. The responsibility for the protocol investigation documentation rests with the Ministry and it is noted that the Agency's documentation on this standard can be impacted when the MCFD documentation is incomplete or not sent to Agency for their resource file. This is an ongoing concern and the Agency and the MCFD Aboriginal Programs and Service Support Practice Analyst are working together to resolve.

b) Family Service Files

As previously stated, 3 of 3 open family service files were audited. This program area showed excellent work being done. Of all the applicable standards, most were met with 100% compliance.

c) Child Service files

As already stated, 26 out of 86 open child service files were audited. A number of positive aspects found included: documented efforts to preserve the Aboriginal identity and providing culturally appropriate services, documenting supervisory approval for guardianship services, discussing the rights of children in care with the child and caregiver, involving family and community when deciding where to place a child, meeting the child's needs for stability by ensuring there is continuity in their relationships, planning a move for a child in care, preparation for independence and documentation of the social worker's knowledge of the existing interagency protocols in the communities.

Documentation missing from the files included: social worker's relationship and contact with a child in care, monitoring and reviewing the child's comprehensive plan of care, providing the caregiver with information on the child and reviewing appropriate discipline standards.

7. COMPLIANCE TO PROGRAMS AUDITED

Two auditors audited the resource, family service and child service files at Carrier Sekani Family Services. The 'not applicable' scores were not included in the total.

a) Compliance to Resource File Practice

The files were audited for compliance to the Aboriginal Operational and Practice Standards and Indicators, C4 Guardianship resources including:

- Application and orientation of caregiver;
- Home study of caregiver;
- Training of caregiver;
- Signed Agreements with caregiver;
- Providing caregiver with written information regarding child; and,
- Monitoring and reviewing homes.

IQB – Six (6) open resource file was audited. Overall compliance to the resource standards was **72%**.

IQC – Four (4) open resource files were audited. Overall compliance to the resource standards was **85%**.

IQF - Ten (10) open resource files were audited. Overall compliance to the resource standards was **91%**.

The overall Agency compliance to the resource standards was **83%**.

The following provides a breakdown of the compliance ratings:

AOPSI – Voluntary Services Standards	IQB	IQC	IQF
Standard 28 Supervisory Approval Required for Family Care Home Services	6 files (100%) compliant	4files (100%) compliant	10 files (100%) compliant
Standard 29 Family Care Homes – Application and Orientation	1 file compliant 3 files non-compliant 2 files not applicable	2 files compliant 1 file non-compliant 1 file not applicable	6 files compliant 1 file non compliant 3 files not applicable
Standard 30 Home Study	1 file (100%) compliant 5 files not applicable	2 files (100%) compliant 2 files not applicable	5 files (100%) compliant 5 files not applicable
Standard 31 Training of Caregivers	6 files (100%) compliant	4 files (100%)compliant	10 files (100%) compliant
Standard 32 Signed Agreement with Caregivers	5 files compliant 1 file non-compliant	4 files (100%) compliant	9 files compliant 1 file non -compliant
Standard 33 Monitoring and Reviewing the Family Care Home	2 files compliant 4 files non-compliant	2 files non-compliant 2 files not applicable	6 files compliant 3 files non-compliant 1 file not applicable
Standard 34 Investigation of Alleged Abuse or Neglect in a Family Care Home	1 files compliant 1 file non-compliant 4 files not applicable	1 file (100%) compliant 3 files not applicable	No files applicable
Standard 35 Quality of Care Review	None applicable	None applicable	1 file (100%) compliant 9 files not applicable
Standard 36 Closure of the Family Care Home	1 file (100%) compliant 5 files not applicable	No files applicable	1 file (100%) compliant 9 files not applicable

b) Compliance to Child Service Practice

The files were audited for compliance to the Aboriginal Operational and Practice Standards and Indicators, C4 Guardianship child service including:

- The quality and adequacy of the plan of care;
- The frequency and adequacy of the care plan review;
- The level of contact with the child;
- Placement stability and deciding when and where to move a child;
- The degree of stability and continuity provided to the child while in care;
- Informing the child and caregiver of the rights of children in care;
- Informing the child and caregiver of appropriate discipline policy; and,
- The level of file documentation.

IQB - Nine (9) open child service file were audited. The overall compliance to the child service standards was **71%**.

IQC– Six (6) open child service were audited. The overall compliance to the child service standards was **63%**.

IQF – Eleven (11) open child service files were audited. The overall compliance to the child service standards was **74%**.

The overall Agency compliance to the child service standards was **69%**.

The following provides a breakdown of the compliance ratings:

AOPSI – Guardianship and Voluntary Services (VS) Standards	IQB	IQC	IQF
Standard 1 Preserving the Identity of the Child in Care and Providing Culturally Appropriate Services (VS 11)	9 files (100%) compliant	6 files (100%) compliant	8 files compliant 2 files non-compliant with factors 1 file non -compliant
Standard 2 Development of a Comprehensive Plan of Care (VS 12)	No files applicable	No files applicable	No files applicable
Standard 3 Monitoring and Reviewing the Child’s Comprehensive Plan of Care (VS 13)	4 files compliant 5 files non-compliant	2 files compliant 4 files non-compliant	7 files compliant 4 files non- compliant
Standard 4 Supervisory Approval Required for Guardianship Services (Guardianship 4)	9 files (100%) compliant	6 files (100%) compliant	11 files (100%) compliant
Standard 5 Rights of Children in Care (VS 14)	5 files compliant 4 files non-compliant	2 files compliant 4 files non-compliant	5 files compliant 6 files non-compliant
Standard 6 Deciding Where to Place the Child (VS 15)	9 files (100%) compliant	6 files (100%) compliant	11 files (100%) compliant

Standard 7 Meeting the Child's Need for Stability and continuity of Relationships (VS 16)	9 files (100%) compliant	6 files (100%) compliant	11 files (100%) compliant
Standard 8 Social Worker's Relationship & contact with a Child in Care (VS 17)	4 files compliant 5 files non-compliant	1 file compliant 5 files non-compliant	4 files compliant 1 file non-compliant with factors 6 files non-compliant
Standard 9 Providing the Caregiver with Information and Reviewing Appropriate Discipline Standards (VS 18)	8 files (100%) non-compliant	6 files (100%) non-compliant	8 files (100%) non-compliant 3 files not applicable
Standard 10 Providing Initial and ongoing Medical and Dental Care for a Child in Care (VS 19)	8 files compliant 1 file non-compliant	6 files (100%) compliant	9 files compliant 1 file non-compliant with factors 1 file non-compliant
Standard 11 Planning a Move for a Child in Care (VS 20)	3 files (100%) compliant 6 files not applicable	3 files (100%) compliant 4 files not applicable	4 files (100%) compliant 2 files not applicable
Standard 12 Reportable Circumstances (VS 21)	No files applicable	No files applicable	2 files (100%) non-compliant 9 files not applicable
Standard 13 When a Child or Youth is Missing, Lost or Runaway (VS 22)	No files applicable	No files applicable	No files applicable
Standard 14 Case Documentation (Guardianship 14)	4 files compliant 5 files non-compliant	2 files compliant 4 files non-compliant	8 files compliant 3 files non-compliant
Standard 15 Transferring Continuing Care Files (Guardianship 14)	1 file compliant 5 files non-compliant 3 files not applicable	2 files (100%) non-compliant files 4 files not applicable	3 files compliant 1 file non-compliant 7 files not applicable
Standard 16 Closing Continuing Care Files (Guardianship 16)	No files applicable		
Standard 17 Rescinding a Continuing Custody Order (Guardianship 17)	No files applicable		
Standard 19 Interviewing the Child about the Care Experience (Guardianship 19)	3 files (100%) compliant	No files applicable	4 files (100%) compliant 7 files not applicable
Standard 20 Preparation for Independence (Guardianship 20)	4 files (100%) compliant	No files applicable	5 files (100%) compliant 6 files not applicable
Standard 21 Responsibilities of the Public Guardian and Trustee (Guardianship 21)	No files applicable	No files applicable	1 file (100%) compliant 10 files not applicable
Standard 24 Guardianship Agency Protocols (Guardianship 24)	9 files (100%) compliant	6 files (100%) compliant	11 files (100%) compliant

c) Compliance to Family Service Practice

The files were audited for compliance to the Aboriginal Operational and Practice Standards and Indicators, C4 Guardianship family service including:

- Information and referral for service;
- Supervisors approval regarding voluntary service;
- Family Service Plan and components for support;
- Review of Family Service Plan;
- Support Service Agreements with families;
- Voluntary and Special Needs Agreements; and,
- File Documentation.

IQC – Two (2) open family service files were audited. The overall compliance to the family service standards was **100%**.

IQF – One (1) open family service file was audited. The overall compliance to the family service standards was **60%**.

At the time of the audit, there were no open family service files for the Burns Lake (IQB) office.

The overall Agency compliance to the family service standards was **80%**.

The following provides a breakdown of the compliance ratings:

AOPSI – Voluntary Services Standards	IQC	IQF
Standard 1 Receiving Requests for Services	2 files (100%) compliance	1 file (100%) compliant
Standard 2 Supervisory Approval Required for Voluntary Services	2 files (100%) compliance	1 file (100%) compliant
Standard 3 Information and Referral for Voluntary Services	2 files (100%) compliant	1 file (100%) compliant
Standard 4 Involving the Aboriginal community in the Provision of Services	2 files (100%) compliant	1 file (100%) compliant
Standard 5 Family Service Plan Requirements and Support Services, Voluntary Care and Special Needs Agreements	2 files (100%) compliant	1 file (100%) compliant
Standard 6 Support Service Agreements	No files applicable	1 file (100%) compliant
Standard 7 Voluntary Care Agreements	No files applicable	1 file (100%) compliant
Standard 8 Special Needs Agreement	No files applicable	1 file (100%) compliant
Standard 9 Case Documentation	No files applicable	1 file (100%) non-compliant
Standard 24 Transferring Voluntary Services Files	No files applicable	No files applicable

Standard 26 Closing Voluntary Services Files	2 files (100%) compliant	No files applicable
Standard 27 Voluntary Services Protocols	2 files (100%) compliant	1 file (100%) compliant

8. ACTIONS TAKEN TO DATE:

The audit report identified that the Director of Child and Family Services who is not delegated under the CFCSA was providing direction and making decisions that required delegation. The ministry made several efforts to address this issue with the agency. In March 2013 the issue was resolved when the agency hired a Quality Service and Development Manager who is fully delegated and now provides clinical oversight of child welfare decisions.

9. RECOMMENDATIONS:

On January 13, 2012, a teleconference was held jointly with Carrier Sekani Family Services and Aboriginal Programs and Service Support for the purpose of discussing the outcome of the Practice Audit.

During the teleconference, the following Agency responses were discussed. The Agency is in agreement with the findings and has begun the follow up on the responses.

Resources:

1. St 34 Investigation of Alleged Abuse or Neglect in a Family Care home - as a C4 agency, Carrier Sekani Family Services has a support role with their caregivers while MCFD has the lead role as the investigator. The responsibility for the protocol investigation documentation rests with the Ministry and it is noted that the Agency's documentation on this standard can be impacted when the MCFD documentation is incomplete or not sent to Agency for their resource file. This is an ongoing concern and the Agency and the MCFD Aboriginal Programs and Service Support Practice Analyst are working together to resolve.

Child Services:

1. St. 8 Social Worker's relationship and contact with a Child in Care - the agency has included new documentation requirements for the 30 day private visit in their new draft Comprehensive Plan of Care document. The draft CPOC will be sent to the AP&SS Practice Analyst for review and feedback.

2. St 14. Case Documentation – the Guardianship Supervisor has reviewed the individual case practice audit reports with each social worker as the social worker is responsible for gathering the missing or required documentation for the files.

PRACTICE AUDIT SIGNATURE PAGE: CARRIER SEKANI FAMILY SERVICES

The following actions have been added by the Provincial Director of Child Welfare::

By May 30, 2013 the Provincial Director of Child Welfare will send a letter to all Delegated Aboriginal Agencies clarifying that pursuant to the Aboriginal Operational and Practice Standards and Indicators: Operational Standards 2009 only individuals with the appropriate levels of delegated authority may make decisions or provide direction under the CFCSA. A letter will also be sent to the Executive Directors of Service clarifying this point and referencing the delegation matrix.