

FPS Local Pension Board (LPB) Training

The Bluelight Team

26 March 2024

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Agenda

Welcome and Introductions

Bluelight Team

Scheme Advisory Board – An update from the Chair

Local Pension Board Effectiveness Committee – An update from the Chair

The Pensions Regulator (LPB Governance)

Break

Pensions Dashboard Programme Update with input from The Pensions Regulator

An update from the Bluelight team – Current hot topics

End of session review

Close



Introductions Bluelight team

Claire Johnson

Senior Firefighters' Pension Adviser

Tara Atkins

Firefighters' Pension Adviser

Sandra Sedgwick

Firefighters' Pension Adviser

Bluelightpensions@local.gov.uk





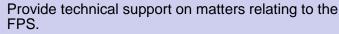
Role and responsibilities

To support scheme mangers with their responsibilities for the administration and management of the FPS.



Provide central guidance and support on national issues.

Provide regular training and access to <u>forums and</u> <u>groups</u>, and <u>events and conferences</u>.



To provide effective and professional support for the governance arrangements of the Firefighters (England) Scheme Advisory Board and its members.



Support the facilitation of meetings of the Board and its sub committees.



Ensure that the Board has relevant advisors at its disposal.

Support the Board with their duties in relation to LPBs

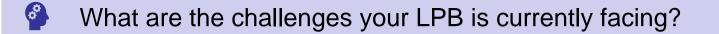


Time to hear from you....

🕜 Name

Which LPB do you represent?

- What's your role on the LPB? i.e. member rep, employer rep, etc.
- How long have you been on the LPB?





What do you want to achieve from today's s training?



Why are we here?





Background to the Firefighters' Pension Schemes

18 years ago...

- one scheme





Then in 2006...



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From 2015...





Now from 2022....





Role of the LPB





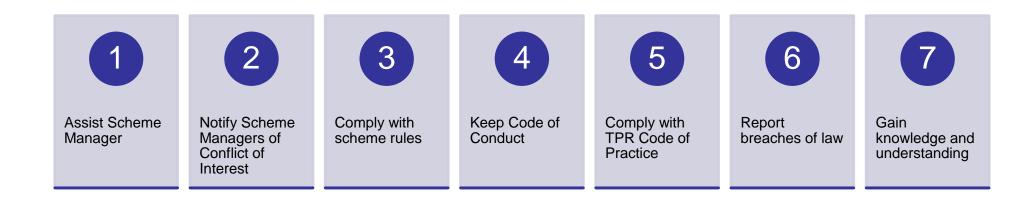
Local Pension Board

Introduced by the <u>Public Service</u> <u>Pension Act 2013</u> and FPS governance regulations [<u>Rule 4A to 4D</u>]..... to assist the scheme manager to secure compliance with the regulations, any other legislation relating to the governance and administration of the scheme, and any requirements imposed by TPR in relation to the scheme.

The board also assists the scheme manager to ensure the effective and efficient governance and administration of the scheme.



LPB responsibilities





LPB assistance



Compliance of duties under the regulations and relevant legislation



Effectiveness of processes for the appointment of advisors and suppliers



Effectiveness of communication



Identify improvement of customer service



Identifying patterns of complaints



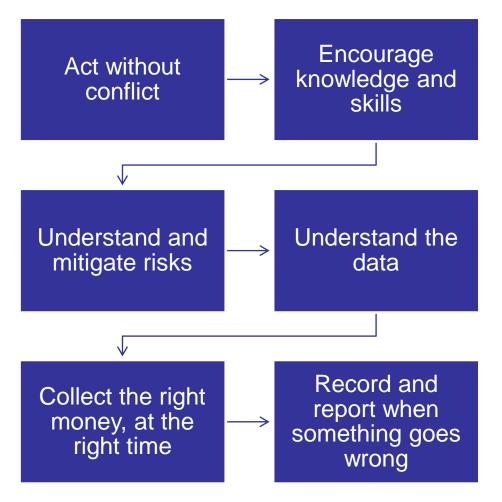
Reviewing the performance of administration



Reviewing the process for sharing data



Governance



- Assurance rather than reassurance
- Reassurance: when someone you trust tells you that all is well
- Assurance: when someone you trust tells you what's happening; shows you the evidence; encourages questions and constructive challenge; and allows you to judge for yourself if everything's fine



LPB expectations



Access to all information and resources needed to support the scheme manager.



Scheme manager to attend LPB meetings and advise members of any issues arising.



Board is adequately resourced in terms of members and length of office.



The LGA to provide appropriate advice, guidance, and training to assist the LPB in fulfilling their role.







https://www.fpsboard.org/index.php/local-pension-boards/resources -

www.local.gov.uk



Scheme Advisory Board

Joanne Livingstone SAB Chair





What do we do?

- What do you think is our remit?
- Is this the same as other public sector schemes?
- How many people are on it?
- Who do they represent?
- Where can I find out more?







- The purpose of the Board is to provide advice in response to a request from the Secretary of State on the desirability of making changes to this scheme and any connected scheme
- To provide advice to scheme managers and local pension boards in relation to the effective and efficient administration and management of this scheme and any connected scheme.

Welcome (fpsboard.org)



Role and experience of the Chair

- Former actuary, now a professional pension trustee
- Also worked for Pension Wise
- In post of Chair since August 2020
- Role is to make sure we fulfil our remit by chairing meetings, asking questions, providing input and encouraging sharing of knowledge
- Mixture of reactive and proactive
- Liaison with other stakeholders





What work has SAB been doing?

- Remedy (Sex discrimination, age discrimination, Treasury Orders)
 - Consultation on direction
 - Provide operational input
 - Governance oversight
- Actuarial valuation 2020



Ongoing work for the SAB

- $\ensuremath{\circ}$ Ensuring remedies are implemented
- TPR General Code and Dashboard
- Actuarial valuation 2024
- Deepening links with Scheme Managers and Local Pension Boards
- $_{\odot}$ Helping overcome obstacles



How does SAB interact with LPBs

- Attending meetings
- Through our Local Pension Boards Effectiveness
 Committee
- Fire Pensions Annual Conference
- Occasional surveys
- Working with LGA, and stakeholder groups on materials that can help scheme managers and LPBs eg common agendas



How can we have a mutually beneficial relationship?







Local Pension Board (LPB) Effectiveness Committee Tony Curry Chair



An introduction to The Pensions Regulator

Nick Gannon – Policy Delivery Lead January 2024





Introduction and overview

- The role of the Pensions Regulator (TPR)
- TPR's role in respect of public service pensions
- A focus on the General Code of Practice
- Opportunity for questions



TPR – what is our role?

- We are responsible for:
 - making sure employers put their staff into a pension scheme and pay money into it (known as 'automatic enrolment')
 - protecting people's savings in workplace pensions
 - improving the way that workplace pension schemes are run
 - reducing the risk of pension schemes ending up in the Pension Protection Fund (PPF)
 - making sure employers balance the needs of their defined benefit pension scheme with growing their business



TPR's priorities

- In our Corporate Strategy, there are five high-level priorities, each with a strategic goal, which indicate our core areas of focus:
 - Security: Savers' money is secure
 - Value for money: Savers get good value for their money
 - Scrutiny of decision-making: Decisions made on behalf of savers are in their best interests
 - Embracing innovation: The market innovates to meet savers' needs
 - Bold and effective regulation: TPR is a bold and effective regulator.
- The detail behind our day-to-day work is set out in our Corporate Plan



TPR's priorities

- We are a public body sponsored by the Department for Work and Pensions (DWP), based primarily in Brighton and have around 950 staff
- We work closely with the Financial Conduct Authority (FCA) who regulate personal pension schemes. We also work closely with other public bodies including the DWP, PPF and Money and Pensions Service
- Our board members oversee what we do and make sure that TPR is well run
- Together with the FCA, the Financial Ombudsman Service, the Financial Services Compensation Scheme and the Money and Pensions Service, we have produced the Wider Implications Framework, a formal agreement for closer working on financial issues.



Supervision

- One-to-one supervision is part of our evolving approach to protecting and regulating pensions
- In addition to the process for authorisation and supervision of authorised master trusts, supervision is in pace for other workplace DB and DC schemes in both the public and private sectors
- It involves pro-active engagement with trustees, employers, scheme managers and other stakeholders to protect the interests of members
- Relationship building
- Making better use of our data
- Intelligence led reactive engagement to specific events
- Clearer, quicker, tougher interventions



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Enforcement

- Carry out an investigations into breaches of law, non-compliance or other issues
- Investigate regulatory, civil and criminal matters
- Work closely with other organisations including the Insolvency Service, Serious Fraud Office and various police forces
- Our regulatory powers include:
 - Collection of data, obtain information, conduct inspections
 - Imposition of civil penalties and criminal prosecution
 - Issuing of improvement notices and third-party notices
 - Other interventions, such as requiring a skilled person's report, appointment of a person to assist the pension board, recovery of unpaid contributions from employers on behalf of the scheme manager
 - Ability to publish reports about cases regarding our regulatory work



TPR and Public Service Pension Schemes

- We regulate compliance with the Governance and Administration requirements introduced by the Public Service Pensions Act 2013
- We provide details of our expectations in codes and guidance
- We engage mainly with scheme managers and pension boards to oversee and monitor compliance with the requirements
- We have the power to take regulatory enforcement action, by way of improvement notices, third party notices and fines, in cases of non-compliance



PSPS Responsibilities

Scheme Managers:

- Scheme regulations / rules requirements
- Awareness of employer admission agreements
- Clear, robust, published processes / deadlines / communications
- Designated scheme contact point
- Understand material breach of law reporting requirements, follow through on non-compliance

Employers:

- Requirement to provide information requested
- Awareness of terms of employer admission agreements & requirements of regulations
- Compliance with contract terms and obligations under regulations
- Manage HR / payroll systems, including monitoring data quality, joiners, leavers and turnover



The purpose of codes of practice

- Our COPs are not statements of the law, except in certain circumstances set out in legislation. Instead, our COPs set out our expectations for the conduct and practice of those who must meet the requirements set in pensions legislation.
- In most cases there is no specific penalty for failing to follow a COP, or to meet the expectations set out in it.
- However, we may rely on COPs in legal proceedings as evidence that a requirement has not been met. In those situations, a court must take a COP into account when considering their verdict.
- Similarly, if we find grounds to issue an improvement or a compliance notice, they may be worded in relation to a COP issued by us.

Our codes of practice



Code of Practice	Code in force from
Reporting breaches of the law	April 2005
Notifiable events	April 2005
Funding defined benefits	July 2014 (2015 NI)
Early Leavers	May 2006
Late payment of contributions (occupational pension schemes)	September 2013
Late payment of contributions (personal pension schemes)	September 2013
Trustee knowledge and understanding	November 2009
MNTs/MNDs putting arrangements in place	November 2006
Internal controls	November 2006
Modification of subsisting rights	January 2007
Dispute resolution – reasonable periods	July 2008
The material detriment test	June 2009
DC code	July 2016
Public service code	April 2015
Master trusts	October 2018
CDC schemes	August 2022

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Structure

- Aims for consistency in expectations for all scheme types
- Just over a third the length of the codes it replaces
- Separates content into 5 key areas:
 - > The Governing Body
 - Funding and investment
 - > Administration
 - Communication and disclosure
 - Reporting to TPR
- Other codes being designed to fit into the new format and framework



Digital first

- The new code is designed to be a web-based product
- Designed for ease of use, simple navigation and an efficient search
- Online look and feel developed alongside code text

Remuneration and fee policy

This module forms part of our expectations for trustees of those schemes required to operate an effective system of governance, see **Systems of governance**.

- This module is for those schemes with more than 100 members that are required to operate an effective system of governance, see Systems of governance. There are some exceptions¹. Other schemes may wish to adopt these principles as good practice.
- 2. A remuneration policy sets out the basis and means for paying those undertaking activities in relation to the scheme that are paid for by the governing body.
- Relevant governing bodies should establish a remuneration policy and keep a written record of it. This policy should:
 - a. be in proportion to the size, scale, nature, and complexity of scheme activities
 - b. support the sound, prudent, and effective management of the scheme
 - be aligned with the scheme's long-term interests and help assess the value of the remunerated services
 - d. set out the principles for determining pay and the decision-making process for payment levels
 - cover all persons or corporate bodies including service providers, who effectively
 run the scheme, those who carry out key functions, or whose activities materially
 impact the scheme's risk profile
 - f. include measures to mitigate potential conflicts of interest and focus on 'in-house' roles, such as trustees, trustee secretary, administrators, and subcommittees
 - g. be reviewed at least every three years, but in most cases, it will be appropriate to do so annually, or immediately following any significant changes to the scheme's governance arrangements
 - h. include an explanation of the decision-making process for the levels of remuneration, and why these are considered appropriate

Glossary

Chair The person selected to take charge of the governing body in leading meetings and may often have the deciding vote on scheme matters. For defined contribution schemes, the chair is also required to sign the annual Chair's statement.

Risk profile

Includes consideration of the scheme's membership demographics, funding, asset allocation, and sponsor covenant (where applicable).

Section 249A (3) Pensions Act 2004 [Article 226A (3) Pensions (Northern Ireland) Order 2005]

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The governing body



- The governing body is responsible for running a scheme
- It may be the trustees or managers of an occupational pension scheme
- In a public service pension scheme it is the scheme manager
- PS governance needs to take into account the differing responsibilities of the scheme manager, pension board and, where appropriate, pension committee



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Increased importance: Internal controls

- Internal controls are the policies, processes and procedures carried out in running the scheme
- Governing bodies may delegate operational tasks but they retain accountability
- Several modules within the new code focus on risk management and specific controls that should be in place
- The modules set out below contain systems, arrangements or procedures that governing bodies should have in place

 Identifying, evaluating and recording risks Internal controls Assurance reports on internal controls Scheme continuity planning Risk management function Financial transactions 	 Record keeping Data monitoring and improvement Receiving contributions Monitoring contributions Maintenance of IT systems Cyber controls

When?



- Laid in Parliament on 10 January 2024
- Sat in Parliament for 40 days
- Comes into force 27 March 2024
- 51 Modules
- 172 pages
- PDF now, web from 27 March

https://www.thepensionsregulator.gov.uk/en/document-library/consultations/new-coust-of-practice

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Questions

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Be back for 12:15

Pensions Dashboards Programme

Joe Stacey, Senior Industry Engagement Manager



26 March 2024

Why are pensions dashboards needed?

PDP has found that **estimated retirement income** is the most important information that consumers want to see about their pension.

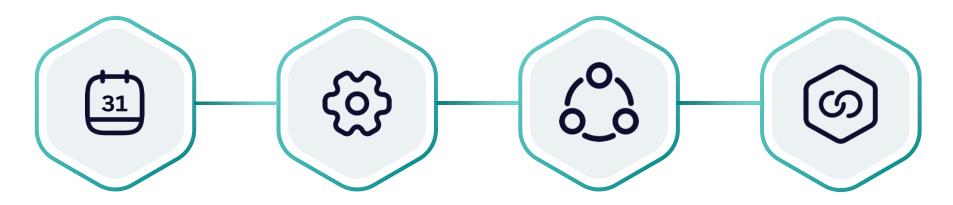
The Pensions Policy Institute estimates that **2.8 million pots** are not currently matched to their owner, with a total value of £26.6 billion.

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12 million people are estimated to be under-saving for later life.



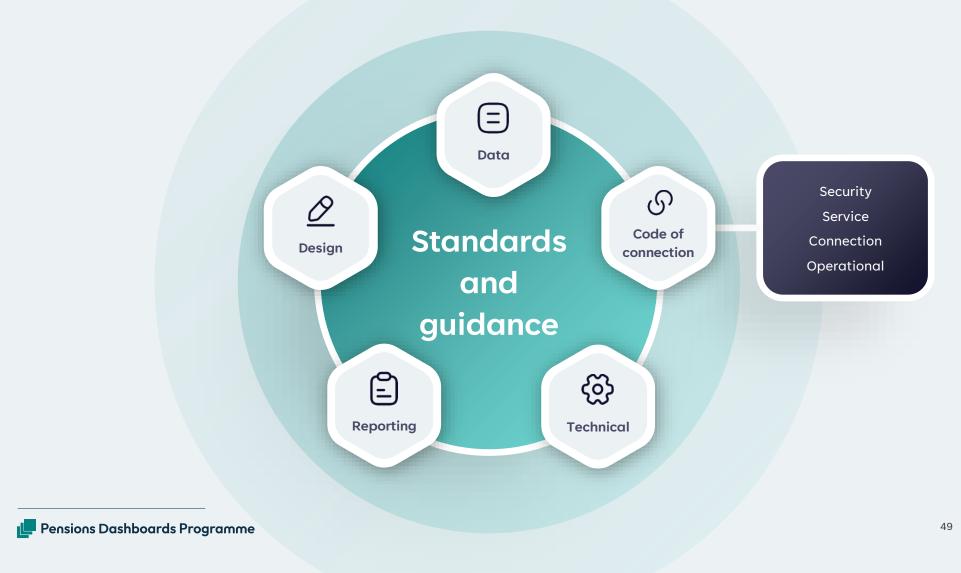
Connection deadline and guidance

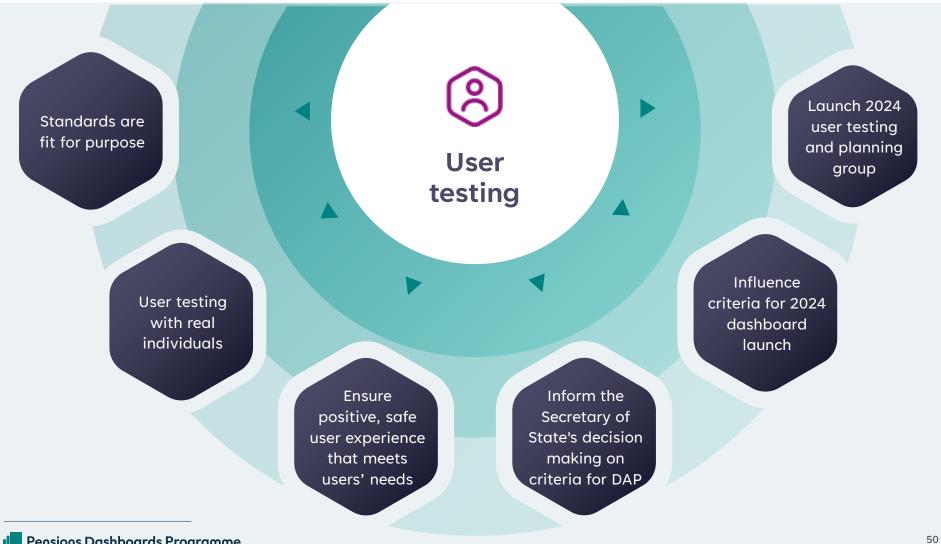


Amendment regulations outline the new connection deadline of Guidance complements the deadline, specifying when schemes should connect

31 October 2026

Guidance published 25 March 2024 DWP, PDP and our delivery partners will continue to work collaboratively At least 12 months' notice ahead of first connection window





Volunteer participants

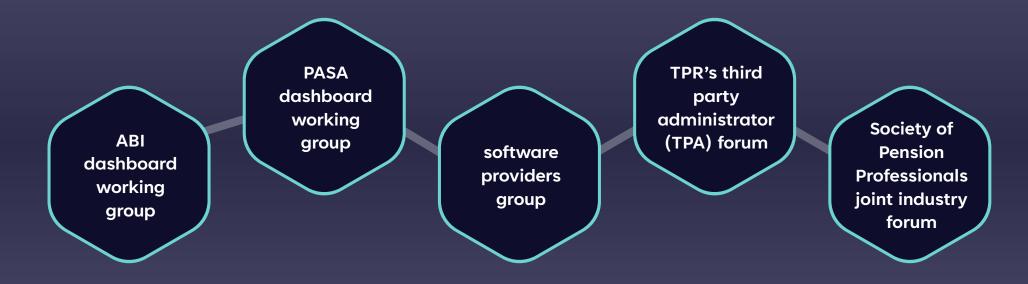
PDP's volunteer participants:	ISP	Administrator	Pensions provider
Aptia			
Aviva			
Bravura/Delta			
Capita			
CTC Pensions Technologies			
Dunstan Thomas	\checkmark		
Equisoft	\bigcirc		
Equiniti	\checkmark		
FNZ/Tapico	\checkmark		
Heywood	\checkmark		
ITM	\checkmark		
Legal & General			
Origo			
People's Partnership (B&CE)			
Phoenix			
Procentia	\checkmark		
Royal London			
Smart Pension			
St. James's Place (SJP)			
SS&C	\checkmark		
TCS	\checkmark		
True Potential Pension			

Collaboration



Collaboration

industry, government and regulator-led groups:



Stay in touch



@pensions-dashboards-programme

@PensionsDboards



Sign up to our newsletter via our website

Money and Pensions Service, Borough Hall, Cauldwell Street, Bedford MK42 9AP

Email: supportpdp@maps.org.uk

Web : pensionsdashboardsprogramme.org.uk





London Pension Board Group Training: Pensions dashboards update

Angela Bell, 26 March 2024



Pensions dashboards (Amendment) regulations 2023

- A staging profile is set out in guidance which schemes must have regard to, and all schemes will need to be connected by 31 October 2026.
- We expect schemes to continue with their preparations, in particular around assessing the impact of this new approach and continuing ongoing data quality improvement.
- We urge industry to work together to deliver the staged connection timeline as set out in guidance, so that dashboards can progress quickly and efficiently, and savers reap the benefits as soon as possible.



What should scheme managers be doing now?

Read our guidance	Read our guidance and make sure you understand your dashboards duties, and what you need to do to prepare
Decide how you will connect to dashboards	Look at the options available to you ie using you\r current pensions administrator, an integrated service provider, or building own connection solution
Include pensions dashboards as an agenda item	Include pensions dashboards as an agenda item at board meetings to raise awareness of the steps you'll need to take to meet your duties
Ensure data accuracy	Ensure data you use to match people with their pensions and to return the required pension value is accurate and complete

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The



Download our checklist now to get started

Getting data dashboard ready: four key steps





Understand

- Data you will receive from the digital architecture
- Data you will need to return to members and by when

-O -		
2		
L		

Assess

- Current quality
- Digital accessibility



Consider

- Data items for matching criteria
- How to present and calculate the value



Put plan in place

- Improve the data quality
- Maintain the data quality



TPR: Compliance and enforcement approach

- Principles-based policy
- Data-led: information will flow from PDP to TPR identifying non-compliance, or providing us with data to identify potential risk of non-compliance
- Leveraging a range of powers:
 - New powers in regs designed to operate at scale compliance notices, third party compliance notices, penalty notices
 - Existing information-gathering powers
 - Existing powers to pursue wider governance issues including removing and replacing trustees

Key message: The importance of having the appropriate governance, processes and systems in place to record key decisions and progress.

TPR's compliance and enforcement policy: a pragmatic approach but robust where we see intentional non-compliance



Update from the bluelight team

Claire Johnson Senior Firefighters' Pensions Adviser



Current Hot Topics





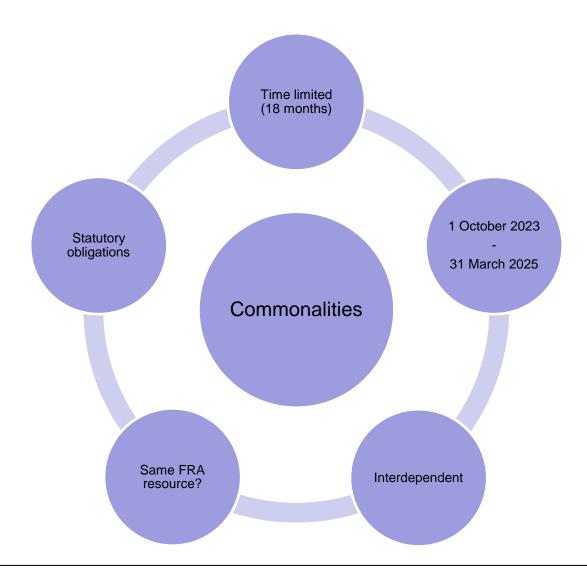
Two major projects

Sargeant

Matthews

www.local.gov.uk







Sargeant

Age discrimination remedy

- McCloud
- 2015 remedy

Public sector pension reform

- 2011 Lord Hutton report
 - Removal of final salary scheme
 - No protection required for existing members
- 2014 Firefighters' Pension Scheme regulations 2014
 - Introduction of Career Average Scheme from 1 April 2015
 - Full protection for members over age 55 on 31 March 2012
 - Taperer protection based on age until 31 March 2022



Legal challenge by FBU

Two aims

- Did government have a legitimate aim in providing protection and tapered protection?, and
- Was the aim achieved proportionately?

Series of Employment Tribunals

- January 2017 Judge found in favour of the Government
 - But what about the Judiciary Pension Scheme?
- December 2017 Judiciary and fire heard together by Employment Appeal Tribunal
 - Judges = found in their favour
 - Fire = found in favour of the government on the legitimate aim but questioned the law used on proportionalety (used EU instead of UK)
- November 2018 Court of Appeal (CoA)
 - Panel of 3 judges
 - Findings were that the government should have justified the discriminatory impact but that it had failed to do so, and therefore justification on the grounds of legitimate aims must **fail**.
 - Further deliberation over the question on proportionality of means were dismissed.
 - Dismissed automatic right to submit an appeal to Supreme Court



Government accept the judgement

15 July 2019

- Government made <u>written statement HCWS1725</u> accepting the Court's decision and confirming their intention to engage with the ET to agree remedy.
- The written statement confirmed that remedy would apply across all public sector schemes.
- Confirmation that it would apply to both claimants and non-claimants equally.

Discrimination to be removed in two parts

- Prospectively
- Retrospectively



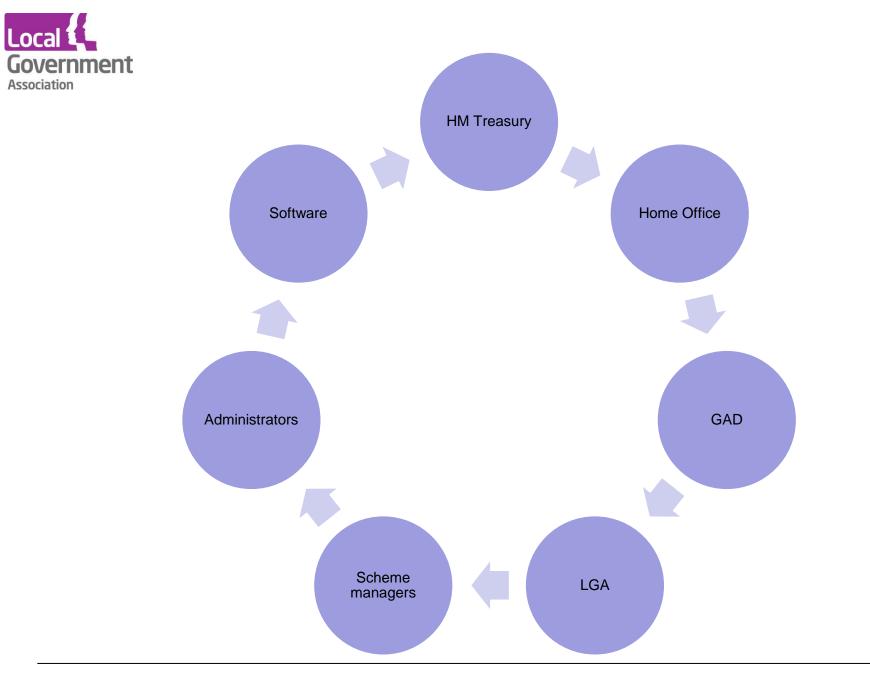


From 1 April 2022, all members build up service in FPS 2015, removing future discrimination.

All affected members "roll back" to final salary scheme with effect from 1 April 2015 to rectify past discrimination.

As members may have been better off under reform, they will be offered a choice to receive CARE benefits for the remedy period 1 April 2015 to 31 March 2022 – deferred choice underpin (DCU).

Choice will be made "immediately" (retired/ deceased members) or at retirement (active/ deferred members)



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What should LPBs be asking?

Readiness

• How have we prepared ourselves?

- · Do we have a project implementation plan?
- •Who are the people involved in the project?
- Have we needed to expand our resources/ create additional resources?
 What key risks have we identified?

Data

Is all required data easily accessible and in a manageable format?
Do we have any gaps in data?

- If so, what do these gaps look like?
- What are the expectations on sharing data with third parties?
 Do we have time limits etc.

Communications

- What type of communications are been shared centrally?
- Is there action we are being asked to take?
- •What communications have been shared with affected individuals?
- Is there any central communications we have been asked to share?
- Have we received any feedback from affected members on communications?

Progress

- Where are we with implementation?
- What challenges have we faced?
- Have our risks changed?
- Have we met all necessary deadlines?
- What feedback have we received?



Remedy readiness self-assessment tool

Remedy readiness too is available on the <u>Regulations and</u> Guidance website. Scheme managers/Pension Boards can reflect on own readiness for remedy.

Identifies potential gaps which need addressing.



Central support

Remedy readiness self-assessment tool

- <u>Remedy readiness tool</u> is available on the <u>Regulations and</u> <u>Guidance</u> website.
- Scheme managers/Pension Boards can reflect on own readiness for remedy.
- Identifies potential gaps which need addressing.

FPS Websites

- FPS Regulations and guidance website
 - Specific section on the <u>age discrimination remedy</u>
- FPS Member website
 - · Specific section on the age discrimination remedy
 - Member <u>FAQs</u>

LGA Communications

- Monthly <u>bulletins</u>
- Regular '<u>coffee mornings</u>'
- Bank of <u>supporting documentation</u> aimed at scheme managers and administrators

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"Matthews" and the 2023 options exercise





Who is Matthews?

<u>Matthews & others v Kent & Medway Towns</u> <u>Fire Authority & others</u>

- Application of the Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 to retained duty system (RDS) employees
- PTWR in force from 1 July 2000 to implement EU PT workers directive
- Directive implementation deadline 7 April 2000
- settlement for RDS ET claims not reached until 2014
- <u>SI 2014/445</u> implemented regulations with effect from 1 April 2014 to introduce 'special members' into the regulations of the FPS 2006



2014 options exercise

Took place between 2014 and 2015 to allow eligible individuals to join the FPS
Employed between 1 July 2000 – 5 April 2006
FRAs had to identify these individuals and use reasonable endeavours to contact them
Eligible firefighters had to apply for a statement of service
Statement provided service and payment options available

Eligible firefighters had to make a positive election in order to join the scheme by 30 September 2015



What about O'Brien?

O'Brien v Ministry of Justice concerns fee paid judges in the JPS

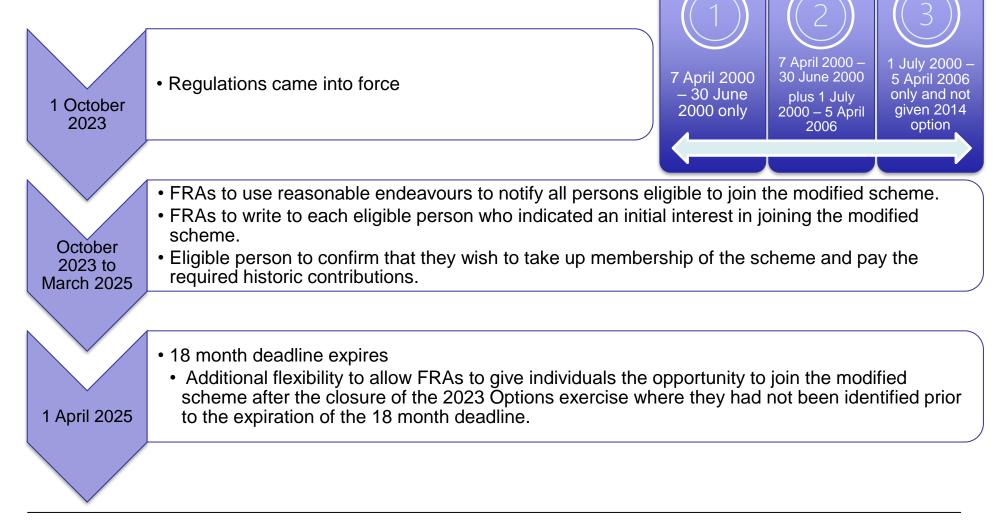
Held that remedy could extend back before the PT Workers Directive was required to be implemented (7 April 2000)

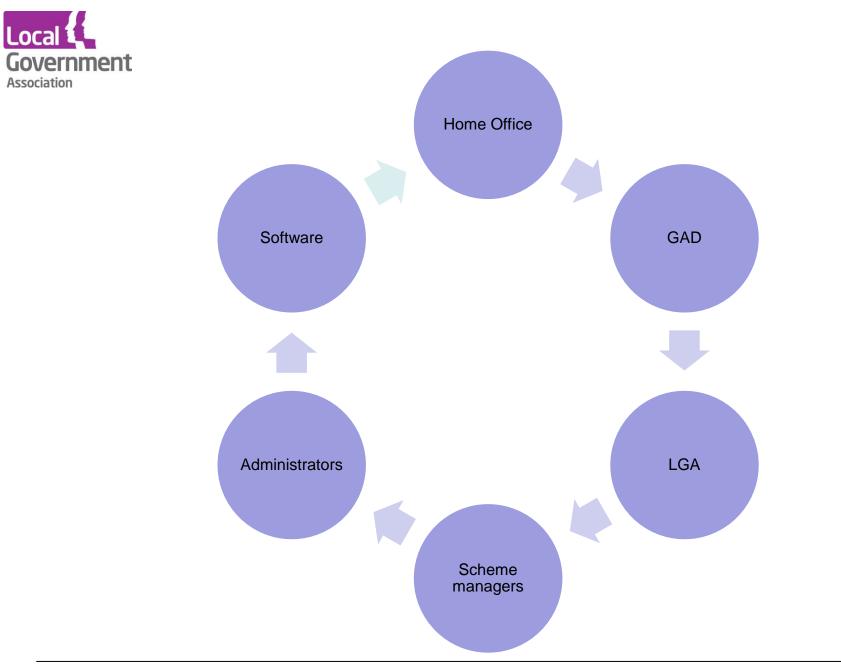
As a binding judgment, UK Government recognised the right applies to RDS claims

MoU was agreed by all parties on 9 March 2022.

Remedy will be provided by a second options exercise allowing in-scope individuals to purchase pension entitlement as a special member of the FPS 2006

Local Government Association Second options exercise - timeline







What should LPBs be asking?

Readiness

• How have we prepared ourselves?

- · Do we have a project implementation plan?
- Who are the people involved in the project?
- Have we needed to expand our resources/ create additional resources?
 What key risks have we identified?

Is all required data easily accessible and in a manageable format?

Data

- Do we have any gaps in data? If so, what do these gaps look like?
 Will we be reliant on assumptions?
 Can we trace all in scope? What do reasonable endeavours look like?
- •What are the expectations on sharing data with third parties? Do we have time limits?

Communications

- What type of communications are been shared centrally?
- Is there action we are being asked to take?
- What communications have been shared with affected individuals?
- · Is there any central communications we have been asked to share?
- · Have we received any feedback from affected members on communications?

Progress

- Where are we with implementation?
- What challenges have we faced?
- Have our risks changed?
- Have we met all necessary deadlines?
- What feedback have we received?



Central support

FPS Websites

- FPS Regulations and guidance website
 - Specific section on the Matthews exercise.
- FPS Member website
 - Specific section on the Matthews exercise.
 - Member <u>FAQs</u>
 - Member guides

LGA Communications

- Monthly <u>bulletins</u>
- Regular '<u>coffee mornings</u>'
- Bank of <u>supporting documentation</u> aimed at scheme managers and administrators



End of session review





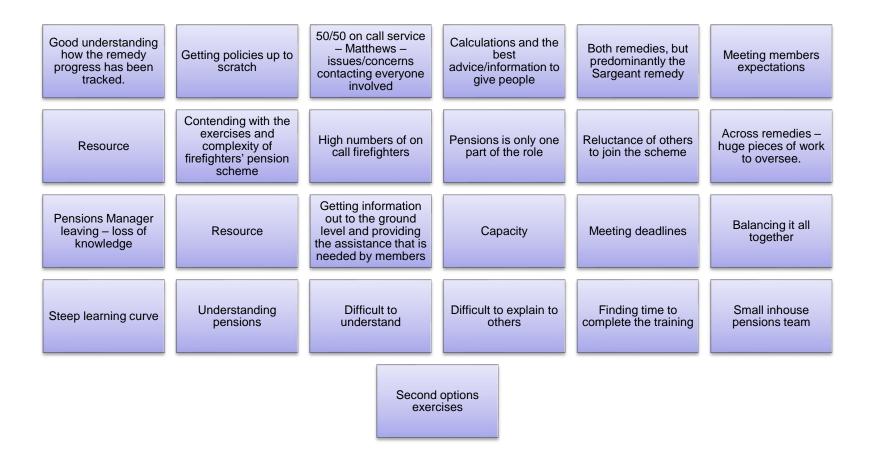


Did you get what you thought you would out of the session? If not, what didn't we cover?

Any questions?



Challenges





What do you want to achieve from today's session

How are others tracking remedy	What challenges have others had	Policies	How do LPBs feel about whether SAB is providing the right level of support	Engagement between Scheme Manager and LPBs	Get a feel of what things are happening nationally
What support do LPBs and Scheme managers need	Ensuring they are undertaking their role accordingly	Hearing what other's experiences are in the LPB	Being new to the board, so learning all that is needed	Increase knowledge and understand jargon and technical information	Gaining knowledge on the firefighters' pension scheme
Increase knowledge and refresher	Update on hot topics and updates	Increased knowledge on ongoing issues	Steep learning curve – help with learning what is needed	Refresher training – to be able to take any efficiencies back to the Board	Providing the right scrutiny
Is the right information going out to members	Be up to date with everything that is going on	Sharing other's experiences	New to the Board – understand what is needed	To know more than I did at the beginning	Collectively gain a better understanding collectively with 3 members on the call.





We want to hear your feedback



Reference slides



Scheme comparison

Feature	1992 Scheme	2006 Scheme Standard Members	2006 Scheme Special Members	2015 Scheme
Basis of pension	Final salary	Final salary	Final salary	(CARE)
Accrual rate	40/60ths 1/60 th (2/60 th after 20 years)	1/60 th	1/45 th	1/59.7 th
Benefit / Membership Cap	40/60 th	45 years	30 years	None
Revaluation rate	n/a	n/a	n/a	Average Weekly Earnings



Scheme regulations

• FPS 1992 Regulations



http://www.fpsregs.org/index.php/regulations/fps-1992-regulations

FPS 2006 Regulations

http://www.fpsregs.org/index.php/regulations/fps-2006-regulations

• FPS 2015 Regulations

http://www.fpsregs.org/index.php/regulations/fps-2015-regulations

• Firefighters' Compensation Scheme http://www.fpsregs.org/index.php/regulations/firefighters-compensation-

<u>scheme</u>



LGA framework and support services

- Forums and Groups
 - Technical group
 - Communications group
 - Regional groups
- Events
- <u>Technical Support</u>
- <u>Coffee mornings</u>



Resources

- www.fpsboard.org
- <u>www.fpsregs.org</u>
- <u>www.fpsmember.org</u>
- Monthly bulletins
- <u>Regulations</u>
- GAD Guidance
- Age discrimination



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Thank you for listening!

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