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| **Role Title:** | People Business Partner | **Responsible to:** | Executive Director – People and Culture |
| **Division:** | People & Culture | **Department:** | People Business Partnering Team |
| **Direct reports:** | No direct reports  | **Scope:** | Provides strategic People and Culture support to MPS leadership globally and advising on all people related matters |
| **Scale:** | Supports assigned Divisions and leadership teams within MPS  |
| **Regulated Function:** | Yes |
| **Evaluation Level:** | Implement 1 | **Role Family:** | Group Corporate Functions |

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| **Role Purpose** |
| To work in partnership with Executive Directors and senior leadership teams across MPS to manage the people related strategic risks through the creation, delivery and embedding of a people strategy that will deliver against the MADE strategy and financial plan whilst maximising colleague engagement and a culture that embraces the MPS values. |

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| **Accountabilities (RACI)** | **Measures of Success/KPI’s** |
| **Strategic Leadership*** Input into and influence the continual development of the People & Culture strategy and deliver the strategy to plan, cost and quality through effective partnering relationships with Executive and senior leaders.
* Provide Organisational design expertise to relevant Executive Director and their leadership teams to deliver the work force management plan, MPS strategy and financial plan through ensuring clear accountabilities and capabilities required now and, in the future.
* Provide trusted and strategic P&C expertise to the relevant Executive Directors and their leadership teams, ensuring that the people agenda and employee value proposition are considered and managed proactively.
* Role model leadership behaviours that reinforce the desired culture and delivery of the strategic plan and challenge behaviours that do not align to MPS values.
* Lead on annual BAU People and Culture processes with the relevant business areas, holding leaders to account for engaging and delivering in a way that supports a risk and cost mindset, growth culture and champions diversity and inclusion.
 | * Financial sustainability Vs plan
* Financial performance Vs plan
* Corporate Strategic priorities Vs plan
* MPS and Divisional engagement index Vs plan
* MPS and Divisional leadership index Vs plan
* MPS and Divisional Inclusion index Vs plan
* Council feedback.
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| **Financial*** Influence leaders in the setting and delivery of their operational budgets, challenging spend to ensure an efficient and effective operating model within their Business Area which minimises cost and maximises financial sustainability without compromising the member / colleague experience.
* Work with the Reward Specialist to develop and deliver against the Reward Strategy. Ensure the strategy is embedded within the relevant business area so colleagues appreciate the value of their remuneration and feel fairly rewarded.
* Oversee and approve all changes to colleague spend for relevant business areas in accordance with policy and governance, ensuring a cost mindset is applied and that internal relativities are fair and reasonable.
 | * Operational budgets Vs Plan
* Colleague survey questions aligned with external benchmark
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| **Member*** Maintain market intelligence in P&C best practice and thought leadership to inform the people related strategic opportunities, promote high performance, P&C efficiency and effectiveness to create a leading P&C function.
* Support leaders to create a culture and capability in continuous improvement to drive operational efficiency and great member experiences and outcomes
* Act as change agents leading on assigned People & Culture projects affecting MPS wide and roll out other projects/initiatives within Business Area ensuring delivery of projects to time, cost and quality with a return on investment.
 | * Net Promoter score
* Member satisfaction scores
* Delivery of projects to plan
* Aligned to external benchmark of P&C function
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| **People*** Lead Divisional leadership teams on the talent management framework, holding them to account for building a strong pipeline of diverse talent and subject matter experts capable of succeeding into leadership / critical roles which will mitigate any risk to the organisational capability.
* Drive the delivery and engagement of the D&I strategy across leadership to promote an inclusive culture where colleagues’ opinions are sought, divergent thinking is respected and where everyone is encouraged to contribute to improve MPS for the membership
* Work alongside leadership teams and P&C stakeholders to develop the competence, performance and engagement of employees who are focussed on delivering for members, have clarity on their accountabilities and comply with all governance, policy standards and processes
* Act as a trusted partner to Executive Directors, providing guidance, advice and challenge on all people related matters as well as those non people matters which influence delivery of either MPS culture, performance or strategic priorities.
 | * MPS and Divisional engagement index Vs plan
* MPS and Divisional leadership index Vs plan
* MPS and Divisional Inclusion index Vs plan
* Strong Talent and Succession Plans
* People Metrics – attrition, absence
* Compliance with Training and Competence Schemes
* Representation Index vs Plan
* Executive Feedback
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| **Risk*** Influence a culture where all colleagues demonstrate the importance of risk identification and management.
* Role model compliance with relevant policies and procedures, including those relating to Health and Safety, Ethical Code of Conduct, Health and Safety and Data Security and Protection.
* Support compliance to appropriate business processes and controls which enable the Division to perform within risk appetite; comply with policies and regulatory requirements (as applicable).
* Where submitting business proposals, ensure a considered and prudent risk management approach is taken to protect the business.
 | * Risk & Control Self- Assessments
* Audit Actions
* Financial risk
* Reputational risk
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| **Responsibilities (RACI)** |
| Undertake other duties and tasks that from time to time may be required |

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| **Key Governance Responsibilities**  |
| * Attendance of assigned Level 3 Committee Meetings
* Attendance at Level 2 meeting where appropriate or deputising for Executive Director –People and Culture
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| **Leadership Framework Competencies** | **Level** |
| Fresh Thinking | Leading Others |
| Building Capability in Self and Others | Leading Organisation |
| Influencing Others | Leading Others |
| Collaborating for Results | Leading Organisation |
| Leading Self and Others | Leading Organisation |
| Commercial and Risk Thinking  | Leading Others |

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|  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Knowledge of industry best practice, market trends and employment law
* General HR disciplines – from Reward, Leadership Development to Resourcing and talent and performance management
 | * Leading on OD design and transformational change programmes.
* Promoting and leading on D&I across all levels
* Strong stakeholder engagement and influencing skills at all levels
* Use of people metric insight to inform people plans / decisions and actions
 | * Acted previously as a strategic People/HR Business Partner within a competitive commercial environment
* Delivery of transformation change programmes
* Influencing and partnering with stakeholders who are at Executive Director level
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| **Desirable** | * HR post graduate qualification
 |  | * Global P&C exposure – employment law
* Working in a digital commercial business
* Working with NEDs to manage the annual remuneration governance cycle.
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