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| **Role title:** | People Policy and Advice Lead | **Responsible to:** | Executive Director- People and Culture |
| **Division:** | People and Culture | **Department:** | Policy, Governance and Advice |
| **Direct Reports and Level:** | 6 direct reports People and Culture AdviserPeople Governance and Policy Assistant | **Scope:** | * Policy and Advice – UK and International
* People Business Partner support for Finance, Risk and Compliance and Digital and Change
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| **Scale:** | 6 People£xxx Budget |
| **Regulated Function(s) Held:** | No |
| **Evaluation Level** | Implement | **Role Family** | Group Corporate |

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| **Overall Role Purpose** |
| As a member of the People and Culture leadership team, the People Policy and Advice Lead will provide leadership and critical thinking on the UK and International employee relations agenda including ensuring effective engagement with colleagues, management of people policies, governance and monitoring of People risk to the business to ensure the business remains compliant and within agreed People risk appetite.  |

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| **Accountabilities (RACI)** | **Measures of Success/KPI’s** |
| **Operational Leadership*** Provide leadership across the People and Culture division and in particular Policy and Advice team to deliver on the overall corporate strategy, business performance, leadership of teams that reinforces the desired culture and delivery of strategic priorities.
* Contribute to the development and delivery of the People and Culture strategy to plan, cost and quality
* Lead on divisional people plans and annual people processes (salary, bonus, moderations) within the Finance, Risk and Compliance and Digital and Change Divisions engaging with business leaders to ensure understanding and completion in line with governance forums timeframes
* Lead on assigned People and Culture projects affecting MPS wide and roll out other projects/initiatives within P&C ensuring delivery of projects to time, cost and quality and that can demonstrate a return on investment
 | * Corporate Strategic priorities Vs plan
* Division Plan delivery Vs plan
* MPS engagement index Vs plan
* MPS leadership index Vs plan
* P&C engagement index Vs plan
* P&C leadership index Vs plan
* Delivery people plans Vs Plan
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| **Financial*** Work with other People and Culture leaders to set and deliver the budget ensuring an efficient and effective Policy and Advice operating model which minimises cost and maximises financial sustainability without compromising the People and Culture support.
* Manage the development and management of the external third party employment advice for UK and International to ensure a cost effective and efficient service. This requires working in collaboration with the Procurement Team.
* Work with the centralised BI/MI team to define and produce operational metrics and insight which gathers from people metrics and organisational data sources to inform business decisions and actions which results in a measurable improvement in business performance and people metric trends.
 | * Operational budget Vs Plan
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| **Member*** Monitor and provide robust challenge of emerging people risks and issues arising from business activities which fail to deliver appropriate and consistent outcomes for members or are likely to have a material adverse effect on the Group, its operation or financial security
* Lead Policy and Advice function to ensure fair treatment and outcomes for colleagues and the organisation ensuring compliance with associated policies.
* Establish a culture and capability in Lean / continuous improvement to drive operational efficiency and great member experiences and outcomes.
 | * Net promoter score
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| **People*** Provide strong leadership to ensure the training, competence, performance and engagement of all employees in People and Culture ensuring all have clarity on their accountabilities and comply with all governance, policy standards and processes.
* Build a strong pipeline of talent and succession across People and Culture for the benefit of MPS which will mitigate workforce planning risks and maximises the performance and potential of employees
* Coach leaders across the Finance, Risk and Compliance and Digital and Change division to improve their leadership capability to create a high performing, engaged and diverse teams
* Promote positive employee relations and champion a community environment which enables the diversity agenda, wellbeing of our colleagues and builds our reputation in the market place as a positive employer brand
 | * Engagement Index Vs MPS
* Leadership Index Vs MPS
* Strong Talent and Succession Plans
* HR Metrics – attrition, absence
 |
| **Risk*** Create an environment where all colleagues in People and Culture recognise the importance of risk identification and management
* Lead the design and implementation of an effective People Policy framework which supports effective People risk management across the business, ensuring that all people policies and practices are fair and transparent and in line with the values of the organisation.
 | * Risk & Control Self- Assessment
* Audit Actions
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| **Responsibilities (RACI)** |
| * As the HR landscape continually changes, keep abreast of evolving legislation and best practice; recommend opportunities for MPS to become more efficient and effective in People and Culture practices
* Maintain understanding of HR best practice in order to promote high performance, coach and develop other members of the People & Culture department and demonstrate values and behaviours in accordance with company standards.
* Build a strong internal and external network to inform continuous professional development, and contribute thought-leadership on people policies and practice that will further enhance People and Culture’s contribution to business performance.
* Undertaking other duties and tasks that from time to time may be allocated to the role holder that are appropriate to the level or role.
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| **Key Governance Responsibilities** |
| * Data Protection- Data Protection Representative
* TBC – People and Culture governance
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| **Leadership Framework Competencies** | **Level** |
| Fresh Thinking | Leading Others |
| Building Capability in Self and Others | Leading Others |
| Influencing Others | Leading Others |
| Collaborating for Results | Leading Others |
| Leading Self and Others | Leading Others |
| Commercial and Risk Thinking  | Leading Others |

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|  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Graduate Membership, Chartered Institute of Personnel and Development
 | * Managing senior stakeholders
* Change management/Projects management/Lean (six sigma) /Continuous Improvement
* Demonstrate thought leadership in HR policy and procedures
* High-energy work ethic, ability to establish vision, drives change and deliver results.
* Use of people metric insight to inform people plans / decisions and actions
 | * Extensive HR operational management
* Detailed knowledge of human resources and employee relations approaches, methods and their application
* Significant up-to-date knowledge of employment law, best practice, contemporary approaches and HR policies and procedures
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| **Desirable** | * Post graduate qualification or equivalent
 |  | * International HR management – leading teams across different cultures and employment law.
* Acted previously as a strategic HR Business Partner within a competitive commercial environment
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