



Head of Experience job description

This job description gives an overview of the kind of work and level of responsibility expected for this role. It's not a complete list of all tasks, and duties may change occasionally. But the overall nature of the job and the level of responsibility will stay the same.

Section 1 - Job details

Job title	Head of Experience
Directorate	Engagement and Income Generation
Department or team (if applicable)	Experience
Reports to	Director of Engagement
Direct reports	N/A
Job location	London office with flexibility to work remotely
	Contracted hours are agreed locally with line managers

Section 2 - Job purpose

This is a senior cross-organisational leadership role building and leading a new Experience function at the heart of the Engagement and Income Generation directorate.

It exists to change how the organisation understands and responds to the people it exists for. That means identifying where experiences can be improved and creating the conditions to act on it.

The postholder drives cross-functional collaboration so that audience insight and data consistently inform strategic decisions. They create the systems and governance that turn insight into action across the breadth of MS experience.

The postholder is accountable for driving measurable improvements in how audiences experience every interaction with us. This builds the conditions for integrated, audience-led engagement at scale, in service of delivering greater impact and sustainable income.

Section 3 - Key responsibilities and accountabilities

	One line description of responsibility or accountability
1	<p>Establish, govern and evolve the experience standard</p> <p>Define what good looks like across every interaction with an external audience. Set the principles, quality markers and expectations that guide how engagement is designed and delivered across the breadth of MS experience. Hold the organisation to those standards through governance, review and constructive challenge. Act as the leading authority on experience, influencing strategic direction and shaping how the organisation thinks and makes decisions about audience engagement.</p> <ul style="list-style-type: none"> • Define and document the experience standard, making it accessible and actionable for teams across the organisation • Govern the standard through regular review, ensuring it evolves alongside the operating model and audience insight • Hold teams to the standard through constructive challenge, escalating where engagement is being designed or delivered below the required quality • Act as the organisation's named authority on experience, providing expert guidance to senior leaders and decision makers • Make sure the standard balances improving audience experience with enabling teams to deliver strategic objectives, including impact and income
2	<p>Lead the experience elements of the engagement operating model</p> <p>Own the design and implementation of the experience workstream within the engagement operating model. Lead the transition from current ways of working to the new model within this remit. Drive organisational commitment to the new model, holding colleagues and functions to account for adoption..</p>
3	<p>Lead the Engagement Gateway</p> <p>Play a decisive role in the Engagement Gateway, the forum that governs what engagement work happens, for whom and when. Bring an authoritative experience and audience perspective to collective decisions and be held accountable for them alongside colleagues. Make sure the Gateway operates with clarity, consistency and shared purpose. Play an active role in shaping the wider strategic priorities of the Engagement function.</p> <ul style="list-style-type: none"> • Lead the preparation and quality of evidence brought to Gateway decisions, making sure audience insight and experience data inform what gets prioritised
4	<p>Drive the experience improvement agenda</p> <p>Drive the organisational change that moves improvement recommendations from insight to action. Make sure the backlog is prioritised and progressing. Mobilise cross-functional improvement initiatives, aligning stakeholders, removing delivery barriers and driving measurable and continuous experience improvement.</p> <ul style="list-style-type: none"> • Maintain and govern a prioritised improvement backlog, making sure recommendations are owned, resourced and progressing • Commission and oversee improvement initiatives, including external suppliers or specialists where needed • Work across teams to remove delivery barriers, align stakeholders and maintain momentum • Establish a measurement framework that tracks the impact of improvements made and demonstrates return on investment

	<ul style="list-style-type: none"> • Make sure improvement priorities serve strategic objectives, including income generation and organisational impact, not just audience experience in isolation
5	<p>Own the audience framework</p> <p>Lead the development and application of the framework that defines how we understand and prioritise our audiences across the breadth of MS experience. Embed the framework across the organisation so that it is applied consistently in planning, design and decision making.. Work closely with Brand and Marketing and Business Intelligence to keep it grounded in evidence.</p>
6	<p>Own and govern contact strategy</p> <p>Set and drive the organisation-wide approach to who we contact, when, how often and through which channels. Make sure contact decisions are audience-led, coherent and consistent. Govern the principles and processes that prevent duplication, reduce noise and protect audience relationships.</p>
7	<p>Own journey architecture</p> <p>Define and continuously improve the framework within which audience journeys are designed and delivered. Make sure journeys are coherent, connected and intentional across touchpoints and teams. Set the standards that guide how individual journeys are built, evaluated and improved over time.</p>
8	<p>Build experience capability across the organisation</p> <p>Lead a fundamental shift in how the organisation thinks about and delivers audience experience. Establish and sustain the skills, confidence and shared practice needed. Champion the cultural and behavioural change that makes great experience an organisational habit, not an individual effort. Make sure colleagues understand that great experience and strong strategic delivery are mutually reinforcing, not competing priorities.</p>
9	<p>Own the feedback and insight governance that informs experience decisions</p> <p>Define and govern the means by which the organisation hears systematically from its audiences. Establish governance for gathering, sharing and applying audience insight to drive evidence-based improvements. Partner with Business Intelligence and other teams to connect insight to measurable action.</p>
10	<p>Own experience measurement</p> <p>Define the signals and measures that tell us whether experience is improving across all audience interactions. Make sure measurement is consistent, meaningful and connected to strategic outcomes. Use evidence to inform priorities, surface progress and make the case for investment in experience and journey development.</p>

Section 4 – Dimension of the role

Resources	Responsible for the proper use and stewardship of audience frameworks, contact strategy documentation, journey architecture and experience standards within scope of role.
Staff or volunteers	Matrix management of cross-functional project and product teams. The role operates at a senior level through influence, governance and establishing strategic direction. Expected to build experience capability and hold colleagues to agreed standards, and to advocate for future resourcing and staffing requirements as the operating model develops and organisational ambition grows.
Budget	The role significantly influences investment and resource allocation decisions through the Engagement Gateway and improvement backlog. Work commissioned through this role will regularly run to tens of thousands of pounds. This includes experience improvement initiatives, journey optimisation and innovation projects. The postholder shapes business cases and directs investment toward the highest impact opportunities. This includes improvements that directly support income generation and organisational impact. No direct budget at this stage.
Key relationships	<p>External agencies, research and insight partners, other suppliers or specialists and internal experts from across the organisation supporting audience understanding, experience design and improvement activity.</p> <p>Director of Engagement, Heads of Brand and Marketing, Content and Channels, Digital Delivery and Planning, Business Intelligence and Strategy. Income Generation teams, Research and External Affairs teams, Services and Support teams, Community Engagement and Communications teams.</p> <p>External agencies and insight partners</p>
Information security and data governance	Responsibility for undertaking relevant actions and responsibilities according to the role assigned within ISO. Includes following data governance policies and processes, and the appropriate use of internal and external technology.

Section 5 – Key deliverables

	Measures of success
1	<p>The experience standard is driving change</p> <p>The experience standard is shaping decisions and visibly changing how engagement is designed and delivered. Colleagues across the organisation understand it and refer to it in planning, prioritisation and decision making, with clear evidence that it is being consistently applied. It is reviewed and updated as the operating model develops.</p>
2	<p>The experience operating model is landing</p> <p>The experience elements of the engagement operating model are designed, evidenced and being implemented at pace. The organisation is operating in measurably different ways as a result of experience-led design decisions. Progress is reported through appropriate governance and is on track to deliver against the EOM timeline.</p>
3	<p>Audience and contact frameworks are embedded in practice</p> <p>The audience framework and contact strategy are documented, understood and applied consistently across planning and delivery. Contact decisions are audience-led and coherent. Colleagues have the clarity, tools and confidence to use both well, leading to more connected and relevant engagement.</p>
4	<p>Journey architecture established and mapping kept relevant</p> <p>A clear framework is in place for how priority audience journeys are designed, connected and improved across teams and touchpoints. Journey mapping is focused on developing and improving areas of greatest strategic importance within that framework.</p>
5	<p>A well governed improvement backlog with a framework to track impact</p> <p>Improvement recommendations are progressing from insight to action. A measurement framework is in place to track the impact of changes made. Progress against the backlog is visible, reported and used to inform priorities.</p>
6	<p>Growing experience capability and cultural change across the organisation</p> <p>Teams across the organisation are developing the skills and confidence to design and deliver better experiences. Shared practice and learning are embedded. There is visible cultural change in how engagement is approached, evaluated and continuously improved.</p>

Section 6 – Competencies

Competency	Level required (see below)	B	E	A	T
Fosters co-production	5		X		X
Open to change and innovation	5	X		X	
Sound decisions	5		X	X	
Collaborative working	5				X
Effective communication	5			X	X
Outcome focussed	4	X			X
Inclusivity	4				X
Accountability	5	X	X	X	X
Tech savvy	4	X		X	

Level	Description
5	<p>Strategic Has a broad and advanced understanding of the organisation’s policies, procedures, and how things work across the MS Society, or has deep expert knowledge in a specific area. Shares expert advice on topics related to MS and represents the MS Society in public or external settings. Clearly explains the organisation’s vision and strategy in a way that others can understand and act on. Makes important decisions that have a big impact and ensures the right resources are in place to support them.</p>
4	<p>Expert or recognised authority Shows expert knowledge and strong leadership, influencing others in a positive way. Colleagues regularly perform tasks at a high level, instinctively understanding what needs to be done, how it affects other areas, and how it can be improved for the MS Society's benefit. They have deep expertise and focus on developing their skills. They're the go-to person for advice and are known for their knowledge, using their experience to tackle new challenges. They are responsible for managing significant resources, like people and budgets, related to their work.</p>
3	<p>Complex These roles may or may not involve managing others, but they require using experience or professional knowledge to handle complex information or raw data. The work often involves solving unusual problems by using your own judgment, without needing instructions. You'll also need to work with others to overcome challenges and achieve results across different teams or departments.</p>
2	<p>Enhanced These roles may or may not involve managing people, but they are responsible for handling cases and providing face-to-face services. Or managing internal or external processes and people (including volunteers). People in these roles understand how their team or function works, help build good relationships inside and outside the organisation, and work together to achieve results. They use their knowledge to organise and manage tasks and processes, solve everyday problems, and help improve the way things are done..</p>
1	<p>Foundation People in these roles contribute to the MS Society without any responsibility for managing processes or people. People in these roles understand what's needed for their job and how it fits with other roles and tasks. They know what needs to be done and have the skills and ability to complete those tasks.</p>

Section 7 - Qualifications and training

(List qualifications and training needed for this role)

Qualification or equivalent	A qualification in customer experience, service design, human-centred design or equivalent practice. Relevant professional development in CX, journey design or contact strategy is also welcomed in lieu of formal qualification.
Internal training	All internal mandatory training to be completed within 6 months.
Other professional training or qualifications	

Section 8 - Person specification (knowledge, experience, skills and attributes needed for the job)

Essential requirements will be tested at application stage (A) and used as shortlisting criteria for deciding who will be invited to interview.

Requirement	Essential	Desirable	Tested*
Experience at a senior or Hea level of audience-centred or experience design practice. Significant experience leading work that puts audiences at the centre of how an organisation designs and delivers its activities. This might come from CX, service design, digital product, marketing or a related discipline.	X		A I
A track record of influencing without authority. Demonstrable experience of driving change and holding others to standards without direct line management of the people involved. Able to build credibility, challenge constructively and move organisations forward through relationships and expertise rather than hierarchy.	X		A I
Translating insight into action. Experience of taking audience or customer insight and turning it into concrete improvements. Able to build or govern the processes that make improvement systematic rather than ad hoc.	X		A I
Change management and cultural change. Experience of leading or contributing to organisational change that goes beyond process, shifting attitudes, behaviours and ways of working. Comfortable operating in environments where the design is incomplete and the path is not fully defined.	X		A I
Strategic thinking under ambiguity. Able to hold a clear strategic direction while working in conditions of uncertainty and incomplete information. Knows when to act and when to wait. Comfortable shaping design as well as implementing it.	X		A I
Senior stakeholder communication and relationship building. Confident communicating with and influencing senior leaders. Able to present complex ideas clearly, build trusted relationships across functions and represent experience as a discipline with authority and credibility.	X		A I
Knowledge of at least one of: audience frameworks, contact strategy or journey architecture. Strong working knowledge of at least one of these disciplines, with credible awareness of the others. Able to develop expertise across all three over time.	X		A I T

Knowledge of CX frameworks, journey mapping or contact strategy design methodologies. Able to apply recognised approaches to experience design and improvement, and to coach others in their use.	X		A I
Experience using audience data and insight to drive strategic decisions. Able to interpret data, identify experience gaps and translate findings into prioritised action."	X		
Proven ability to commission, scope and oversee improvement or optimisation projects. Experience managing external suppliers or partners to deliver experience, design or insight work.	X		A
Experience in the charity, health or public sector. Familiarity with the values, constraints and audience complexity of mission-driven organisations.		X	I
Experience of engagement or marketing operating models. Understanding of how engagement functions are structured and governed, particularly in organisations undergoing transformation.		X	I
Experience establishing a new function or discipline. Experience of building something from scratch, a team, a practice, a set of standards, within an existing organisation.		X	I

*Tested – A (application), I (interview), T (test or Assessment), P (through performance reviews including probation, 1:1s and PDR)

Section 9 – Other information and requirements

Confidentiality	Make sure sensitive or personal information is kept private and only shared with the right people. All information must be handled according to GDPR and other relevant laws and rules.
Equality, diversity and inclusion	Make sure all your work supports our commitment to equality, diversity, and inclusion. As a charity focused on helping disabled people, we expect everyone to be open-minded and creative in finding and removing any barriers that might affect disabled people, including colleagues, who work with us.
Health and safety	Help create a safe working environment by following all health and safety rules and completing any required training.
Safeguarding	We're committed to safe and responsible recruitment. We aim to protect the wellbeing of children, young people, and vulnerable adults, and we expect all staff and volunteers to support this. Background checks and a Disclosure and Barring Service/AccessNI/PVG scheme check will not be required for this role.
Digital, data and Technology	Use technology confidently to do your job, including internet voice and video calls, Microsoft Office, the MS Society intranet, HR and finance systems, case management software, and other MS Society tools and apps.
Unusual specific physical or mental demands associated with the role	None.
Travel requirements	Travel for monthly in person meetings, in-the-field research or collaborative sessions is expected.
Unsocial hours	Unlikely and to be agreed by all parties.

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