**JOB DESCRIPTION**

### JOB TITLE Customer Experience Director

### DEPARTMENT / SERVICE Communities Directorate

### PURPOSE OF THE JOB

The Customer Experience Director will lead the design, implementation and delivery of Link Group’s Customer Experience Strategy and the co-design of Link’s new Customer Hub, ensuring that what we develop meets the different requirements for Link’s diverse customer population and is informed by them and the experience of colleagues.

**MAIN AREAS OF RESPONSIBILITY / TASKS**

Strategic Leadership:

Reporting to the Group Director of Communities, the Director of Customer Experience has responsibility for the design, implementation and delivery of the Group’s Customer Experience Strategy.

Working with multiple stakeholders, the Director of Customer Experience will provide a vision for transforming our customers experience of how they contact us and how we respond.

Working closely with senior leaders across the Link Group, the post holder will lead on and embed a culture of innovation and improvement that has at its foundations timely, accurate and accessible data and business insights to drive and shape performance and service design.

The Director of Customer Experience will ensure that the strategy’s ambitions are measurable in terms of impact, improvement and efficiencies and establish a reporting framework to demonstrate this.

They will raise the profile of Link through positioning themselves within influential professional networks and identifying opportunities to differentiate Link through superior customer service and experience design.

In recognition of the significant and large-scale business transformation that the postholder will drive, they will demonstrate exemplar leadership and change management expertise as they support the successful implementation of the Customer Experience strategy across the Link Group of companies.

As a member of the Communities Directorate senior management team, the postholder will contribute to the review and implementation of Link’s organisational strategy and business plan, whilst delivering services to support these and demonstrating the vision and values of the organisation.

Innovation & Digital Transformation:

The post holder will have an advanced knowledge of the latest digital solutions for improving customer engagement and streamlining interactions, such as CRM systems, self-service platforms, and AI-driven solutions. Using this knowledge, they will drive innovation in customer experience through emerging technologies and best practices. They will work in partnership with Link’s Digital teams ensuring that digital strategies and solutions are aligned with customer needs.

They will:

Drive Digital Innovation – Identifying and implementing cutting-edge digital solutions to enhance customer interactions, streamline processes, and improve service delivery.

Deliver on Customer-Centric Products & Service Design – fostering a culture of co-creation and continuous improvement by leveraging customer insights, feedback, and emerging technologies.

Embed a Test-and-Learn Approach – Introducing agile methodologies to pilot new initiatives, assess their impact, and scale successful innovations across the organisation.

Harness Data & AI for Personalisation – Developing data-driven strategies that enable predictive analytics and AI-driven personalisation to improve customer engagement and satisfaction.

Explore Emerging Technologies – Staying ahead of industry trends, evaluating the potential of automation, self-service solutions, and AI chatbots to enhance efficiency and accessibility.

They will drive and support transformation by:

Leading Cultural Change in Customer Experience – Championing a customer-first mindset across the organisation, ensuring teams are aligned with transformation goals.

Optimising End-to-End Customer Journeys – Redesign key customer touchpoints to ensure seamless, efficient, and responsive service delivery.

Enabling Cross-Functional Collaboration – Working closely with digital, operations, and frontline teams to embed customer-centric improvements across all business areas.

Upskilling and Empowering Teams – Developing training programmes and resources to equip staff with the skills needed to deliver a best-in-class customer experience.

Measuring and Reporting Impact – Establishing clear KPIs and feedback loops to assess the effectiveness of transformation initiatives and ensure continuous improvement.

Establishment of Customer Hub

The Customer Experience Director will lead the co-design of Link’s new Customer Hub ensuring that what we develop meets the different requirements for our diverse customer population and is informed by them and the experience of our colleagues.

This will include:

Designing and implementing a Customer Hub structure that delivers on the ambitions of the Customer Experience Strategy.

Supporting the development of a highly skilled team that champions the customer centric culture required to deliver Link’s strategic objectives

Ensuring that customer hub agents are trained to handle both general enquiries and repair requests and that a specialist team is established to respond to more complex cases/enquiries.

Working closely with Digital Services, build flexibility and agility into the design of the Customer Hub, making sure that it can scale easily in response to demand surges, while maintaining service quality.

Managing overall performance, financials and resources

Implementing systems and tools to capture and analyse customer feedback, behaviour, and preferences. Use data-driven insights to identify trends, predict customer needs, and inform decision-making.

Monitoring KPIs to assess and report on the success of customer experience initiatives and ensuring that service delivery meets or exceeds these.

Complaints Management – supporting the development, implementation and reporting of the organisational framework for complaints and service standards.

Ensure that all customer data is collected, stored, and processed in compliance with GDPR and other relevant data protection regulations. Champion best practices for data privacy, security, and ethical use of customer information across all customer interactions and digital platforms. Work closely with legal, IT, and data governance teams to implement policies, conduct audits, and respond to data subject access requests (DSARs) when necessary.

GENERAL

To comply with the Health and Safety Policy, reporting any matters of concern to the Health and Safety Team, Representatives or line manager.

To actively promote the ‘Belonging With Us’ Strategy and Equality and Diversity Policy and practice in all aspects of the job role as it relates to colleagues, tenants, service users, contractors, consultants and external agencies.

To carry out other duties, within the scope of the job, and to meet the needs of the business.

**RELATIONSHIPS**

Group Director of Communities

Group Commercial Director

Director of Housing Services

Director of Digital Services

Group Chief Executive

Partner Chief Executives

Link Group Board of Management and partner boards as appropriate

**ACCOUNTABILITY**

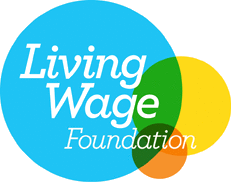
This post reports to the Group Director of Communities.

The post is accountable to report to Link Group Leadership Team and Link Group Ltd Board of Management (or committees) as appropriate on Link’s customer performance and other such matters as required.

**PERSON SPECIFICATION**

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| **EDUCATION & QUALIFICATIONS** | **ESSENTIAL** | **DESIRABLE** | **METHOD OF ASSESSMENT** |
| Qualified to degree level or equivalent | X |  | Application |
| Qualification (or direct experience) in Project Management methodologies e.g. Prince 2 or equivalent |  | **X** | Application |
| **KNOWLEDGE / EXPERIENCE & SKILLS** |  |  |  |
| Senior management experience within a commercial, housing/property sector. | X |  | Application and interview |
| Successful experience of leading edge use of ICT within a large complex organisation | X |  | Application and Interview |
| Demonstrable ability to lead and inspire diverse teams toward a shared vision of customer excellence. | X |  | Application and interview |
| Extensive prior experience of leading a modern customer services function | X |  | Application and interview |
| Strong analytical and decision-making capabilities, leveraging data to guide strategies and provide a constantly enhancing customer experience | X |  | Application and interview |
| Advanced knowledge of customer experience methodologies, such as design thinking, persona development, and customer journey mapping. | X |  | Application and interview |
| Skilled on all the tools and technology that help businesses deliver, manage, measure and improve Customer Experience. | X |  | Application and interview |
| Experience of successful leading change at scale within a complex operating environment | X |  | Application and interview |
| Expertise in balancing business goals with customer-centric outcomes to deliver measurable value. | X |  | Application and interview |
| Ability to act as a valued ambassador for Link in interactions with colleagues, board members, customers and other stakeholders with whom you come into contact | X |  | Application and interview |
| Commercial business acumen and experience of strategic planning and achievement of strategic objectives. | X |  | Application and interview |
| Preparation, promotion and implementation of business plans and other planning/bidding documents. | X |  | Application and interview |
| Senior leadership and management experience to inspire and motivate staff to deliver service excellence. | X |  | Application and interview |
| Proven experience of budget preparation, setting, monitoring and financial forecasting. | X |  | Application and interview |
| Experience of working on and submitting funding/tender documents to secure business |  | **X** | Application and interview |
| Experience of leading to a successful conclusion major corporate projects contributing to the attainment of the organisations priorities and objectives. | X |  | Application and interview |
| Knowledge of housing legislation and policy pertinent to the Scottish sector |  | X | Application and interview |
| Understanding of the regulatory framework provided by the Scottish |  | X | Application and interview |
| Housing Regulator, Care Inspectorate and other sector regulators |  |  |  |
| Understanding of the political environment which impacts on Link Housing Association and Link Group more generally | X |  | Application and interview |
| Ability to build effective relationships with external agencies and other stakeholders and to negotiate in  difficult circumstances | X |  | Application and interview |
| Demonstrable experience of delivering services across a number of platforms making best use of technology for customers and the business | X |  | Application and interview |
| Evidence of effective and inspiring leadership approaches | X |  | Application and interview |
| Ability to work constructively with others and build effective networks | X |  | Application and interview |
| Demonstrable numerical and written communication skills | X |  | Aptitude assessment |
| Demonstrable reasoning and problem-solving skills | X |  | Aptitude assessment |
| **GENERAL / OTHER** |  |  |  |
| Availability to attend evening and weekend functions as required | X |  | Application & Interview |



Healthy working lives_Logo_Gold_RGBZ:\Communications Team\Brand Templates August 2014\Logos\Other logos (not Link)\accreditations\Investors in Young People\IIYP.jpgPositive about disabled peopleLink Group Limited is a registered society under the Co-operative and Community Benefit Societies Act 2014, Registered Number: 1481 R(S), Registered Office:  Link House, 2c New Mart Road, Edinburgh, EH14 1RL. It is a Charity registered in Scotland, Charity Number: SC001026 and a Registered Social Landlord with the Scottish Housing Regulator, Registration Number: HAL 148. © Link Group 2015.