COUNTER TERRORISM POLICING

counterterrorism.police.uk

Deputy Director of Change

MPS Broadband 3 / SCS Pay Band 1

Candidate Information Pack
November 2026

Counter Terrorism Policing

Counter Terrorism Policing (CTP) is a national policing network which works to protect the public from terrorism and state threats. The network is made up of over 10,000 officers and staff working collaboratively with UK Intelligence Community partners and law enforcement agencies to collect information and evidence to prevent terrorist planning and bring perpetrators to justice. It is based on a collaboration agreement of police forces across England and Wales, and close partnership working with Police Scotland and the Police Service of Northern Ireland. Counter Terrorism Policing has an annual budget of approximately £1.25 billion.

The threat to the UK from international terrorism is SEVERE, meaning an attack is highly likely. CT Policing, local force colleagues and security and intelligence services are working tirelessly and at pace to confront the threat and help keep the public safe. We also investigate threats to life from state actors and breaches of the Official Secrets Act. The CT policing network is currently working on a record number of more than 800 investigations. These investigations, the majority (approx. 600) in partnership with MI5, focus on a range of activities, including fundraising, radicalising and preparing acts of terrorism. Counter Terrorism Policing also provides protective security services to royalty, VIPs, Parliament, diplomatic premises and other people at risk.

At the centre of the network sits the Counter Terrorism Policing Headquarters (CTPHQ), which devises policy and strategy, coordinates national projects and programmes, and provides a single national Counter Terrorism Policing voice for key stakeholders including government, intelligence agencies and other partners.

In January 2026, the Government published a White Paper on police reform “From local to national; a new model for policing”. It sets out plans to establish a National Police Service, replacing a large number of organisations at the centre of policing with a single national police force. The earlier phases of the NPS will focus on strategic leadership, the setting of stronger national standards, and providing a suite of enabling and support services such as procurement to local forces. In its final phase, potentially between 2031 and 2034, the NPS would take on operational functions and CTP would be incorporated.

More information can be found at www.counterterrorism.police.uk

Role Specification

Title	Deputy Director of Change
Grade	Broad Band 3 (BB3)
Contract Term	Permanent
Secondment Term	Two years (extendable to 5 years subject to annual reviews)
Security Clearance	Developed Vetting (DV)
Location	Empress State Building (ESB), London.

Role Overview

The Deputy Director of Change plays a pivotal role in driving transformation across Counter Terrorism Policing. The role holder is responsible for leading the national change portfolio, ensuring that change activity across the CTP network is strategically aligned, effectively prioritised and delivers measurable operational benefits. Working closely with Executive leaders, operational partners and the Deputy Director of Strategy, they ensure that transformation activity strengthens CTP's ability to respond to evolving threats, risks and operational demands.

Firstly, the Deputy Director of Change is responsible for leading and managing Counter Terrorism Policing's enterprise change portfolio, ensuring that programmes and projects are appropriately prioritised, balanced and governed to maximise strategic and operational impact. The role holder defines the scope of the portfolio and ensures that investment decisions, resources and delivery activity remain aligned to organisational priorities, risks and available capacity.

Secondly, the post holder will lead the delivery of complex organisational change across the Counter Terrorism Policing network, providing direction, oversight and assurance to major programmes and projects. They will ensure that change initiatives are effectively designed, mobilised and delivered, achieving intended outcomes, benefits realisation and capability enhancements that support CTP's mission to counter terrorism, state threats and war crimes.

Thirdly, the Deputy Director will lead and develop a professional transformation capability for Counter Terrorism Policing, maintaining an innovative, agile and highly skilled change function capable of supporting delivery across a complex and evolving operating environment. The role holder will establish standards, methodologies and governance arrangements that promote consistency, professionalism and continuous improvement across the enterprise portfolio.

Fourthly, the role holder will be responsible for embedding a culture of change, transformation and continuous improvement across the organisation, ensuring that change leadership and delivery capability is developed beyond specialist teams and becomes an integral part of how CTP adapts to emerging challenges. Through collaboration, learning and capability-building, the Deputy Director will promote a culture focused on innovation, organisational effectiveness and operational impact.

Fifthly, the role holder will provide enterprise-level portfolio assurance and delivery oversight, ensuring that programmes and projects are effectively governed, risks are actively managed and benefits are realised. Working closely with the Deputy Director of Strategy, they will ensure that delivery activity remains aligned to strategic priorities and that leadership teams have confidence in organisational performance, delivery maturity and investment outcomes.

The role requires extensive engagement across the Counter Terrorism Policing network, as well as close collaboration with intelligence partners, Government departments, policing partners, the National Crime Agency (NCA), National Police Chiefs' Council (NPCC), the Metropolitan Police Service and wider stakeholders. The Deputy Director will build and maintain strong relationships across complex organisational and political environments, influencing senior leaders and partners to achieve successful delivery of transformational outcomes.

The role is ultimately focused on being the organisational leader for transformation, portfolio delivery and change capability; ensuring that Counter Terrorism Policing can successfully deliver its strategic ambitions through effective implementation, innovation and continuous improvement.

Line Management Responsibilities

The Deputy Director – Change will lead a number of specialist functions, including Programme and Project Management (PPM) Delivery Teams, Portfolio Management Office, Business Change, Business Design and Delivery Assurance functions.

The role holder will oversee the prioritisation of in-house delivery resources, secure and manage contingent resource augmentation where required, and support programme and project leaders in building, leading and delivering complex transformational initiatives across the Counter Terrorism Policing network.

The role holder will directly manage a number of senior leaders and team leads across these functions and will be responsible for ensuring effective delivery, alignment of priorities, workforce capability and professional standards across the change portfolio.

The role holder will act as deputy to the Director of Strategy and Change where required and provide leadership across the wider Directorate during periods of absence, heightened operational demand or significant organisational change activity.

The role sits within a newly created Directorate and will actively help shape how best to integrate and develop existing capabilities, functions and teams into a coherent Strategy and Change operating model.

Attitudes and Behaviours

To succeed in this role, the Deputy Director of Change is expected to maintain high standards of professional behaviour across their area of responsibility. They will build and maintain a culture of fairness, respect, integrity and accountability, ensuring that they instil trust and confidence in others whether, colleagues, external partners, or the

public. They will be responsible for enabling an inclusive workplace across a diverse range of employees. As a senior leader they will role model good practice, motivate and engage with their team to build a brand that engenders support in business as usual and responsibility in times of crisis, in which they will take a leading role in critical incident management, supporting the Director of Strategy and Change and the wider Leadership Team including ACSO, SNCs and DG. They will be a strategic thinker who looks ahead to understand future challenges and priorities; building collaborative partnerships across complex systems and political environments. To foster their own personal growth and improve as a leader they will also be expected to be reflective at all times and be open to feedback and other perspectives.

Main Duties and Responsibilities

Leadership and Direction

- Lead the development, management and continuous improvement of Counter Terrorism Policing's enterprise change portfolio, ensuring alignment to strategic priorities, operational requirements and organisational outcomes.
- Provide professional leadership and direction for organisational change, transformation and portfolio management across the Counter Terrorism Policing network.
- Advise the Director of Strategy and Change, Director General, Assistant Commissioner for Specialist Operations (ACSO) and senior leaders on change delivery risks, dependencies, opportunities and performance.
- Promote a culture of innovation, continuous improvement and collaborative delivery across the organisation.
- Chair portfolio governance forums where required and provide accountability to committees for delivery performance.

Portfolio Management and Change Delivery

- Working closely with the Deputy Director Strategy, lead the prioritisation, balancing and governance of the enterprise portfolio, ensuring that programmes and projects remain aligned to strategic objectives, organisational capacity and operational demand.
- Direct and oversee the delivery of complex transformation programmes and projects across Counter Terrorism Policing, ensuring effective mobilisation, delivery and closure.

- Ensure programme and project delivery is supported by robust governance, risk management, dependency management and benefits realisation practices.
- Oversee the transition of strategic requirements and organisational design activity into effective programme, project or operational delivery.
- Ensure delivery activity achieves measurable operational benefits and capability enhancements that support CTP's mission.

Transformation Capability and Continuous Improvement

- Maintain and develop a professional, proportionate and high-performing transformation capability for the Counter Terrorism Policing network.
- Establish and maintain portfolio, programme and project management standards, methodologies and assurance frameworks.
- Lead initiatives to improve organisational change maturity, delivery capability and leadership effectiveness across the network.
- Drive adoption of best practice from government, policing and wider industry partners to continuously improve delivery effectiveness.
- Support the development of change leadership capability throughout the organisation through coaching, mentoring, networking and professional development.

Portfolio Assurance and Performance

- Establish and maintain enterprise portfolio assurance frameworks to provide confidence in delivery performance, governance and investment outcomes.
- Monitor programme and project performance, risks, dependencies and benefits realisation across the organisation.
- Ensure proportionate scrutiny and challenge of major programmes and projects through assurance reviews, gateway assessments and governance processes.
- Provide independent advice and recommendations to senior leaders regarding portfolio performance, delivery confidence and corrective actions.
- Work closely with the Deputy Director of Strategy to ensure delivery activity remains aligned to strategic objectives and planned outcomes.

Stakeholder Engagement and Relationship Management

- Develop and maintain strong relationships across Counter Terrorism Policing, government departments, intelligence agencies, policing partners and wider public sector organisations.
- Lead strategic engagement with Home Office, Cabinet Office and Government Major Projects stakeholders on programme delivery, assurance and transformation initiatives.
- Build collaborative partnerships with operational leads, senior executives and delivery partners to support successful implementation of organisational change.
- Represent Counter Terrorism Policing at senior boards, programme governance forums and transformation communities of practice.
- Support reporting and engagement with ministerial, Whitehall and external oversight mechanisms as required.

Organisational Culture, People Leadership and Team Development

- Lead, develop and inspire a highly skilled and diverse Change Directorate that provides a professional, influential and trusted service to CTPHQ and the national network.
- Create an inclusive culture that promotes wellbeing, diversity, professional excellence and continuous learning.
- Establish clear objectives, performance standards and development pathways for staff, supporting succession planning and workforce capability development.
- Build and maintain professional expertise across programme management, project delivery, portfolio management, business change and transformation disciplines.
- Ensure effective resource management, workforce planning and talent development across the Change function.

Knowledge, Skills and Experience

Essential

- Significant experience operating at a senior leadership level within a large, complex organisation, leading enterprise-wide transformation, portfolio delivery and business change functions.

- Proven experience of leading and governing a complex change portfolio in excess of £50m, including oversight of major programmes and projects, balancing competing priorities, managing strategic risks and dependencies, and ensuring delivery against organisational objectives.
- Demonstrable success in delivering large-scale transformational change programmes and portfolios, including achieving operational outcomes, benefits realisation, organisational adoption and sustainable business improvement.
- Proven experience of leading organisational change and transformation capability functions, including the development and implementation of portfolio, programme and project management standards, methodologies, governance frameworks and professional communities of practice.
- Strong understanding and practical application of Portfolio, Programme and Project Management (P3M) disciplines, including portfolio prioritisation, governance, assurance, business case development, risk management, resource management and benefits realisation.
- Experience of establishing and maintaining enterprise-wide portfolio assurance frameworks, providing independent challenge, delivery confidence assessments and performance insight to senior governance and investment bodies.
- Significant experience of working with commercial suppliers and procurement functions to define requirements, oversee delivery of complex services, manage supplier performance and secure value for money from substantial investments.
- Strong strategic thinking and decision-making capability, with the ability to assess competing organisational priorities, align change activity to strategic objectives and make effective investment and prioritisation decisions in complex environments.
- Excellent stakeholder engagement, negotiation and influencing skills, with a proven ability to build effective relationships across organisational boundaries, government departments, partner agencies and senior executive communities.
- Proven ability to lead, develop and inspire high-performing multidisciplinary teams, building professional capability and fostering a culture of collaboration, accountability and continuous improvement.
- Excellent written, verbal and presentation skills, with the ability to communicate complex delivery, risk, assurance and investment matters clearly and persuasively to senior audiences.

- Experience of operating successfully within complex governance, political, regulatory or national security environments, demonstrating sound judgement, resilience and credibility with senior leaders.

Desirable

- Knowledge and understanding of the UK Counter Terrorism Strategy (CONTEST), wider national security frameworks and the strategic challenges facing Counter Terrorism Policing.
- Understanding of the UK National Security and Intelligence Community and its operating environment.
- Experience of leading major organisational reform, operating model transformation or enterprise-wide change programmes within policing, government, defence, security or similarly complex sectors.
- Experience of managing large-scale portfolios that involve multiple organisations, agencies, delivery partners or complex stakeholder groups.
- Knowledge of Government Major Projects delivery standards and assurance frameworks, including NISTA, Home Office and Cabinet Office approaches to programme governance and oversight.
- Understanding of agile ways of working and modern transformation approaches that combine people, processes, technology and organisational design to improve effectiveness and adaptability.
- Relevant professional qualifications in Portfolio, Programme or Project Management, such as Management of Portfolios (MoP), Managing Successful Programmes (MSP), PRINCE2, APM, Agile or equivalent recognised disciplines.
- Evidence of continuing professional development in organisational transformation, change leadership, portfolio management or strategic delivery.
- Experience of developing organisational change leadership capability, coaching senior leaders and embedding continuous improvement cultures across large organisations.
- Graduation from a recognised executive leadership programme (for example PLP or MPLA or equivalent senior leadership development programme), or a willingness to undertake relevant executive leadership development.

Terms and Conditions

Salary and Allowances

External/Seconded candidates

The successful candidate will receive a basic salary in excess of £100,000. For candidates with exceptional and highly relevant knowledge, skills, and experience, in addition to base salary consideration may be given to a non-pensionable market allowance.

All salary determinations are subject to approval by the Remuneration Committee. Location allowances and service-related payments do not operate at BB level and, where applicable, will be consolidated into the agreed starting salary.

Internal MPS Candidates

The starting salary for this role will normally be set as follows:

- If you are currently in a pay band below BB3, your starting salary will typically be between 2.5% and 10% higher than your current substantive total package value (including any service-related pay and location allowance), provided this does not exceed the applicable BB3a target/median rate.
- If your current substantive total package is already above the BB3 target/median rate, your starting salary will normally be set at your current substantive total package, subject to Remuneration Committee approval.

Please note that all starting salaries are subject to Remuneration Committee approval and as location allowances and service-related payments do not apply at BB level, any such payments will be consolidated into starting salary.

Travel and Accommodation (seconded applicants only)

Successful candidates may also be entitled to reasonable excess travel fares; this would be subject to prior consultation. There is no residential accommodation provided as part of the secondment offer.

Other Benefits (permanent applicants only)

You will also receive substantial annual leave, Civil Service Pension arrangements, interest free season ticket loans, membership of Met sports and social clubs, flexible working conditions and much more.

When you start as a member of Police Staff, you'll have a choice of joining one of the Civil Service Pension schemes i.e.:

- The Alpha pension scheme is a CARE (Career Average Revalued Earnings) pension scheme which offers a guaranteed pension with an optional lump sum, based on the earnings you receive during your career. Both you and the MPS will make contributions to the scheme, and you will receive tax relief on the contributions you make.

- The Partnership pension scheme is a defined contribution stakeholder pension scheme and the MPS will make contributions based on your age. You do not have to make any payments to have a partnership pension account as your employer will make contributions anyway. These contributions would be in addition to the age-related contributions previously mentioned. Contributions are invested for you by the nominated provider, and you can use the resulting pot to fund your retirement. You will receive tax relief on any contributions you make.

If you already have a pension, it may be possible to transfer it into the Civil Service pension arrangements.

You will automatically be entered into Alpha on appointment unless we receive your pension choices form, stating you wish to join Partnership at or before our start date. You also have a right to opt out of joining a pension scheme and in doing so you may wish to take advice on the implications of this action including the lack of life cover which would form part of pension scheme membership.

As a member of our team, you will also have access to Met Benefits - an external website, offering Met employees (staff and officers) guaranteed savings at major high street stores and retail outlets nationwide. These benefits are obtained and co-ordinated by Human Resources. You can save money on everything from food, clothes, furniture, electrical and DIY products to hotels, restaurants, cinemas and theatre tickets.

All staff are eligible to join the Metropolitan Police Athletic Association (MPAA) and the Metropolitan Police Sports and Social Association (known as the 'Comets') and enjoy taking part in sporting and social events. The Met has four well-equipped Sports clubs at Bushey, Chigwell, Hayes and Imber Court - available to all staff as well as family and friends.

Vetting

This post requires access to the most sensitive intelligence material on a daily basis. Applicants must hold or be prepared to undergo National Security Vetting (NSV) Developed Vetting (DV) level before taking up the post.

This post requires British nationality (some dual nationals may be ineligible) and a Developed Vetting (DV) clearance.

As the post holder will have access to very sensitive information, there are limitations on travelling to a small number of countries and we will undertake additional security checks as part of the recruitment process. Applications from candidates with close connections to certain countries may take considerably longer to process, or in some cases result in a withdrawal of an offer of employment. Further details will be provided at the conditional offer stage.

Confidentiality Agreement

Applicants should also be aware of the need to sign a confidentiality agreement on taking up the post.

Business Interests

There is a requirement to declare any business interest or secondary employment and/or the business interest of their spouse, civil partner or relative who lives with them. This is to ensure the business interest or secondary employment is compatible with the nature of the national counter terrorism role that they will be performing.

Our Colleague Commitments

Counter Terrorism Policing (CTP) continues to prioritize an inclusive and supportive working environment and culture, where all of our people feel a strong sense of belonging and are empowered to reach their full potential. CTP keeps the nation and everyone in it safe from all manner of threats and as those threats evolve, so do we - that's why Inclusion, Diversity and Equality (IDE) is the key to supporting our greatest asset, our people.

Our people protect our national security across the UK. In order to continue to deliver against our organizational priorities, we collectively seek to ensure that all colleagues feel respected, supported and valued to fully participate in the delivery of our mission – "working to keep people safe from Terrorism".

IDE is at the heart of our approach to make the composition of Counter Terrorism Policing more representative of the communities we serve. As Counter Terrorism is rooted in Local Policing, to tackle today's complex policing challenges, applications from across all backgrounds, cultures and experiences are therefore essential and encouraged. The CTP Network is committed to ensuring that candidates identifying as disabled are able to realize their fullest career aspirations and, as such, will endeavour to accommodate any reasonable adjustments that you may require during the recruitment process.

CTP also welcomes applications from candidates seeking flexible working arrangements, such as part-time working, job-share and where the role permits, hybrid working arrangements. All flexible working arrangements should be discussed and agreed with the hiring manager.

Additional Details

- Internal - MPS candidates – this position will be offered as a permanent appointment to CTPHQ.
- Secondees – Candidates from other forces/government departments – this position will be offered on secondment for a period of 2 years (with potential to extend to a maximum of 5). You must seek advice from your Police Force or

Home Organisation on their policy on secondments before submitting any application.

- External – This position will be offered as a permanent contract. As CTPHQ is an organisation hosted by MPS, your contract will be with MPS, and you will be posted to CTPHQ.

Contact Information

We will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal. If you have any queries on any aspect of the role, please contact Director of Strategy and Change Maria Hannan.

For information on the application process please contact: CTP HR Recruitment Mailbox

For further information on CT Policing please visit www.counterterrorism.police.uk.

How to Apply

Application

To apply for this post, please submit the following:

1. A CV setting out your career history, with key responsibilities and achievements.
2. A Statement of Suitability (no longer than two pages) explaining how you consider your personal skills, qualities and experience provide evidence of your suitability for the role

This should be sent to CTP HR Recruitment Mailbox **by *11:55pm on 6th December 2026.***

Additional Forms

Please also complete and return the diversity monitoring and additional information forms alongside this information pack.

The information on the diversity monitoring form will be treated as confidential and will not form part of your application. The information provided in this form is used for statistical purposes only.

The additional information asks for detailed information (i.e. address history) which enables you to conduct an initial eligibility sift; this also includes information regarding reasonable adjustments/disability confident employer.

Assessment

Your application will be assessed against the essential and desirable criteria outlined within this information pack. Candidates who demonstrate that they meet these criteria will be invited to attend an interview.

The selection process will consist of a presentation, followed by a panel interview, providing an opportunity to explore your experience and professional competence in more detail.

Recruitment Timeline

Please note that the selection process will consist of an initial paper sift, followed by interviews for shortlisted candidates.

The paper sift will be conducted shortly after the closing date, with interviews anticipated to take place during December.

To support effective scheduling, candidates are asked to provide any dates of unavailability during December as part of their application. While we will make every effort to accommodate these, flexibility may be limited depending on panel availability.

Further details, including confirmed interview dates, will be shared with shortlisted candidates in due course.