

22 April 2025

[REDACTED]
[REDACTED]
[REDACTED]

By email: [REDACTED]

Dear [REDACTED]

Your request for information – CAS-146987

We refer to your request for information dated 21 March 2025, and clarified on 25 March 2025. We have considered your request pursuant to the Official Information Act 1982 (OIA). Your questions and our responses are set out below.

The total number of FTE prior to October 2023, and as of today within your agency, to the date of this request, broken down by ethnicity including Māori and non-Māori classifications.

30 September 2023	281.575
25 March 2025	346.48

Unfortunately at this point in time we do not hold data to answer questions broken down by ethnicity including Māori and non-Māori classifications¹. At the FMA, we value and respect the rich diversity of our workforce. To ensure we fully understand and appreciate this, we have started collecting demographic information within Te Pātaka Haurongo (our HR Information System) to inform our people practices and enhance our Diversity, Equity, and Inclusion initiatives. We have asked all staff to complete their demographic data on a voluntary basis. To date we have been unable to baseline or report but hope to do so in the future.

The total number redundancies within your agency since October 2023 to the date of this request, broken down by ethnicity including Māori and non-Māori classifications.

There has been 1 redundancy since October 2023. Please see our response above regarding breakdown by ethnicity.

¹ Ethnicity / nationality information was most recently reported in the FMA Annual Report 2023, see page 66: [Financial Markets Authority Annual Report 2022/23](#). Note, the information is based on a voluntary survey which permitted respondents to select multiple options.

The number of FTE roles broken down by department and job title prior to October 2023, and as of today within your agency, to the date of this request.

This information is **attached**. Please note the following points:

- Appendix 1 includes fixed term and permanent roles as at 30 September 2023.
- Appendix 2 includes fixed term and permanent roles as at the last pay run (25 March 2025).
- The information excludes people on parental and extended leave without pay to avoid double counting.

The number of redundancies, disestablished, or unfilled roles (please specify in your response) since October 2023 to the date of this request, broken down of by department and job title

From restructure processes the following seven roles have been disestablished since 30 September 2023. In six cases, the role was disestablished and the FTE was repurposed. In one case there was a redundancy. This redundancy has not been specified for privacy purposes, as the individual would be identifiable.

Enterprise Group	Position Title
Transformation and Operational Delivery	Manager, Project Management Office
Evaluation and Oversight	Manager, Internal Governance & Oversight (x 2)
Strategy and Design	Manager, Media Relations
	Senior Adviser, External Communications (x 2)
	Manager, External Communications

Please note that the FMA does not track unfilled roles (that is, vacant roles or resignations where the role isn't backfilled or the FTE isn't utilised elsewhere). The table below sets out vacant roles at the FMA as at 25 March 2025:

Enterprise Group	Position Title	Employment Type
Regulatory Delivery	Head of Deposit Taking	Permanent
	Principal Adviser, Deposit Taking	Permanent
	Senior Adviser, Frontline Regulators	Permanent
	Senior Adviser, Insurance	Permanent
	Senior Adviser, Business Model Assessment	Permanent
Response and Enforcement	Senior Legal Counsel, Enforcement	Fixed term - 6 months

Strategy and Design	Associate Adviser, Economics	Permanent
	Senior Adviser, Media Relations	Permanent

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

If you wish to discuss this request with us, please feel free to contact me.

Yours sincerely



Ariarna Hakaraia
Manager, Internal Governance

	Count of Employee Code	Sum of FTE
Chief Executive Office	3	3
Chief Executive Office	3	3
Chief Executive	1	1
Chief of Staff	1	1
Executive Assistant, CE Office	1	1
Evaluation and Oversight	31	29.8
Evaluation and Oversight	31	29.8
Evaluation and Oversight	4	4
Executive Director - Evaluation and Oversight and General Counsel	1	1
Manager, Internal Audit	1	1
Personal Assistant, Evaluation and Oversight	1	1
Senior Adviser, Internal Audit	1	1
Evaluation, Risk and Governance	12	11.5
Governance and Privacy Adviser	1	1
Head of Evaluation, Risk and Governance	1	1
Legal Counsel, Governance	2	2
Legal Executive	1	1
Manager, Evaluation	1	1
Manager, Internal Governance and Oversight	2	2
Manager, Risk	1	0.8
Principal Adviser, Internal Governance and Oversight	1	1
Principal Legal Counsel, Board Secretary	1	0.7
Senior Legal Counsel, Internal Governance and Oversight	1	1
Legal	14	13.3
Acting Manager, Legal	1	0.9
Head of Legal	1	0.9
Legal Counsel	1	1
Manager, Legal	2	1.9
Principal Legal Counsel, Legal	2	2
Senior Legal Counsel, Legal	6	5.6
Technical Specialist, Legal	1	1
Special Projects	1	1
Technical Specialist - Special Projects	1	1
Regulatory Delivery	86	84.9
Deposit Taking, Insurance and Advice	30	29.9
Deposit Taking	8	8
Adviser, Deposit Taking	2	2
Head of Deposit Taking	1	1
Manager, Deposit Taking	1	1
Senior Adviser, Deposit Taking	3	3
Technical Specialist - Deposit Taking, Insurance and Advice	1	1

Deposit Taking, Insurance and Advice	3	3
Acting Manager, Insurance	1	1
Director - Deposit Taking, Insurance and Advice	1	1
Manager, Deposit Taking	1	1
Financial Advice	15	14.9
Adviser, Financial Advice	4	4
Associate Adviser	1	1
Head of Financial Advice	1	1
Manager, Financial Advice	2	1.9
Senior Adviser, Financial Advice	6	6
Senior Adviser, Insurance	1	1
Insurance	4	4
Adviser, Insurance	2	2
Associate Adviser	1	1
Senior Adviser, Insurance	1	1
Markets, Investors and Reporting	37	36
Audit, Financial Reporting and Climate Related Disclosures	13	12.4
Head of Audit, Financial Reporting and Climate Related Disclosures	1	1
Manager, Audit and Acting Manager, Financial Reporting	1	1
Manager, Climate Related Disclosures	1	1
Principal Adviser, Financial Reporting	1	1
Senior Adviser, Audit	2	2
Senior Adviser, Climate Related Disclosures	4	3.4
Senior Adviser, Financial Reporting	3	3
Frontline Regulators and Market Infrastructure	8	7.6
Adviser, Frontline Regulators	1	1
Adviser, Market Infrastructure	1	1
Head of Frontline Regulators and Market Infrastructure	1	1
Manager, Frontline Regulators	1	1
Manager, Market Infrastructure	1	1
Principal Adviser, Frontline Regulators	1	1
Senior Adviser, Market Infrastructure	2	1.6
Investment Management	14	14
Adviser, Investment Management	1	1
Associate Adviser, Investment Management	1	1
Manager, Investment Management	2	2
Principal Adviser, Investment Management	1	1
Principal Adviser, Restricted Managed Investment Schemes	1	1
Senior Adviser, Investment Management	7	7
Transformation Lead	1	1
Markets, Investors and Reporting	2	2
Director - Markets, Investors and Reporting	1	1
Head of Investment Management	1	1
Regulatory Delivery	19	19
Licensing and Regulatory Services	16	16
Adviser, Licensing	3	3
Adviser, Regulatory Services	5	5

Head of Licensing and Regulatory Services	1	1
Manager, Licensing	1	1
Manager, Regulatory Services	1	1
Principal Adviser, Licensing	1	1
Senior Adviser, Licensing	2	2
Senior Adviser, Regulatory Services	2	2
Regulatory Delivery	3	3
Adviser, Regulatory Services	1	1
Executive Director - Regulatory Delivery	1	1
Personal Assistant	1	1
Response and Enforcement	63	62.15
Response and Enforcement	32	31.35
Enforcement	13	12.5
Head of Enforcement	1	1
Manager, Enforcement	2	1.8
Principal Legal Counsel, Enforcement	2	1.9
Senior Forensic Accountant / Analyst	1	1
Senior Legal Counsel, Enforcement	7	6.8
Evidence and Investigations	17	16.85
Acting Head of Evidence and Investigations	1	1
Evidence and Data Coordinator	1	0.85
Evidence System Analyst	1	1
Head of Evidence and Investigations	1	1
Manager, Data and Evidence	1	1
Manager, Investigations	1	1
Principal Investigator	3	3
Senior Evidence System Analyst	2	2
Senior Forensic Accountant	1	1
Senior Investigator	5	5
Response and Enforcement	2	2
Executive Director - Response and Enforcement	1	1
Personal Assistant, Response & Enforcement	1	1
Specialist Supervision and Response	31	30.8
Strategy and Design	37	36.225
Economics	11	11
Economics	11	11
Acting Manager, Research and Insights	1	1
Adviser, Research and Insights	1	1
Analyst, Research & Insights	1	1
Associate Adviser, Research and Insights	1	1
Associate Analyst, Research & Insights	1	1
Chief Economist	1	1
Economist	1	1
Insights Analyst	1	1
Senior Analyst, Research and Insights	1	1
Senior Intelligence Analyst	2	2
Strategy and Design	26	25.225

External Relations and Communications	12	11.8
Adviser, External Communications	1	1
Head of External Relations & Communications	1	1
Manager, External Communications	1	1
Manager, Media Relations	1	1
Principal Adviser, External Relations	1	0.8
Senior Adviser, External Communications	2	2
Senior Adviser, External Relations	1	1
Senior Adviser, International Relations	1	1
Senior Adviser, Media Relations	1	1
Technical Specialist Market Engagement	1	1
Principal Adviser, Publications	1	1
Intervention Design and Regulatory Policy	9	8.525
Head of Intervention Design and Regulatory Policy	1	1
Manager, Regulatory Policy	1	1
Principal Adviser, Regulatory Policy	2	1.625
Senior Adviser, Regulatory Policy	1	1
Senior Legal Counsel, Regulatory Policy	4	3.9
Strategy and Design	1	1
Executive Director - Strategy and Design	1	1
Strategy and Planning	4	3.9
Head of Strategy and Planning	1	1
Manager, Planning	1	1
Manager, Strategy	1	1
Principal Adviser, Planning	1	0.9
Transformation and Operational Delivery	66	65.5
Information Technology and Infrastructure	28	28
Information Technology and Infrastructure	28	28
Acting Manager, Data Engineering	1	1
Adviser, Technical Operations	1	1
Chief Information Officer	1	1
Intermediate Functional Consultant	1	1
IT Security Coordinator	1	1
Management Information Business Analyst	1	1
Manager, CRM	1	1
Manager, Data Engineering	1	1
Manager, ICT Security and Architecture	1	1
Manager, Project Management Office	1	1
Manager, Technical Operations	1	1
On-Site Support Engineer	2	2
Principal Adviser, Web and Digital User Experience	1	1
Programme Manager	2	2
Project Coordinator	1	1
Project Manager	2	2
Project Office Adviser	1	1
Senior Business Analyst	1	1
Senior CRM Developer	1	1

Senior Functional Consultant	1	1
Senior Systems Engineer	1	1
Senior Test Analyst	1	1
Service Delivery Manager	1	1
Systems Engineer	2	2
People	14	13.5
People	1	1
Chief People Officer	1	1
People and Capability	8	7.8
Business Partner	2	2
Head of People and Capability	1	1
Learning and Development Coordinator	1	1
Manager, Business Partnering	1	1
Manager, Learning and Development	1	1
Senior Adviser, Business Partnering	1	1
Senior Adviser, Learning and Development	1	0.8
Talent, Culture and Internal Communications	5	4.7
Culture and Engagement Projects Adviser	1	1
Head of Talent, Culture and Internal Communications	1	1
Manager, Internal Communications	1	0.8
Senior Adviser, Internal Communications	1	1
Senior Adviser, Talent Attraction	1	0.9
Transformation and Operational Delivery	24	24
Finance and Business Support	16	16
Accountant Finance	1	1
AP Coordinator	1	1
AR Coordinator	1	1
Board Coordinator and Personal Assistant	1	1
Financial Accountant	1	1
Financial Controller	1	1
Head of Finance and Business Support	1	1
Manager, Administration	1	1
Personal Assistant, Transformation and Operational Delivery	1	1
Receptionist and Office Support	1	1
Senior Management Accountant	1	1
Systems Accountant	1	1
Team Support Administrator	4	4
Transformation	7	7
Adviser, Knowledge Management	1	1
Lead Adviser, Knowledge Management	2	2
Process Improvement Analyst	1	1
Senior Business Improvement Analyst	1	1
Transformation Lead	1	1
Manager, Knowledge Management	1	1
Transformation and Operational Delivery	1	1
Executive Director - Transformation and Operational Delivery	1	1
Grand Total	286	281.575

Row Labels	Count of Employee Code	Sum of FTE
Chief Executive Office	5	4.80
Chief Executive Office	5	4.80
Chief Executive Office	5	4.80
Chief Executive	1	1.00
Chief of Staff	1	1.00
Executive Assistant, CE Office	1	1.00
Senior Adviser, Pou Ahurea	1	1.00
Strategic Adviser, Māori	1	0.80
Evaluation and Oversight	35	33.58
Evaluation and Oversight	35	33.58
Evaluation and Oversight	4	4.00
Executive Director - Evaluation and Oversight and General Counsel	1	1.00
Manager, Internal Audit	1	1.00
Personal Assistant, Evaluation and Oversight	1	1.00
Senior Adviser, Internal Audit	1	1.00
Evaluation, Risk and Governance	14	13.50
Head of Evaluation, Risk and Governance	1	1.00
Legal Counsel, Internal Governance and Oversight	1	1.00
Legal Executive, Internal Governance and Oversight	1	1.00
Manager, Evaluation	1	1.00
Manager, Internal Governance	1	1.00
Manager, Oversight	1	1.00
Manager, Risk	1	0.80
Principal Legal Counsel, Board Secretary	1	0.70
Privacy and Security Adviser, Internal Governance and Oversight	1	1.00
Senior Adviser, Evaluation	1	1.00
Senior Adviser, Risk	2	2.00
Senior Legal Counsel, Internal Governance	1	1.00
Senior Legal Counsel, Internal Governance and Oversight	1	1.00
Legal	16	15.08
Associate Adviser, Legal	1	1.00
Head of Legal	1	0.90
Legal Counsel, Legal	2	2.00
Manager, Legal	3	2.58
Principal Legal Counsel, Legal	2	2.00
Senior Legal Counsel, Legal	6	5.60
Technical Specialist, Strategic Policy	1	1.00
Special Projects	1	1.00
Technical Specialist, Special Projects	1	1.00
Regulatory Delivery	105	102.85
Deposit Taking, Insurance and Advice	40	40.00

Deposit Taking	10	10.00
Adviser, Deposit Taking	2	2.00
Head of Deposit Taking	1	1.00
Manager, Deposit Taking	2	2.00
Senior Adviser, Deposit Taking	5	5.00
Deposit Taking, Insurance and Advice	2	2.00
Director - Deposit Taking, Insurance and Advice	1	1.00
Technical Specialist, Deposit Taking, Insurance and Advice	1	1.00
Financial Advice	17	17.00
Adviser, Financial Advice	5	5.00
Associate Adviser, Financial Advice	1	1.00
Head of Financial Advice	1	1.00
Manager, Financial Advice	2	2.00
Principal Adviser, Financial Advice	1	1.00
Senior Adviser, Financial Advice	7	7.00
Insurance	11	11.00
Adviser, Insurance	3	3.00
Head of Insurance	1	1.00
Manager, Insurance	2	2.00
Senior Adviser, Insurance	5	5.00
Markets, Investors and Reporting	40	38.85
Audit, Financial Reporting and Climate Related Disclosures	13	11.85
Acting Manager, Climate Related Disclosures	1	1.00
Head of Audit, Financial Reporting & Climate Related Disclosures	1	1.00
Manager, Climate Related Disclosures	1	1.00
Manager, Financial Reporting	1	1.00
Senior Adviser, Audit	2	2.00
Senior Adviser, Climate Related Disclosures	4	3.25
Senior Adviser, Financial Reporting	3	2.60
Frontline Regulators and Market Infrastructure	9	9.00
Adviser, Frontline Regulators	1	1.00
Head of Frontline Regulators and Market Infrastructure	1	1.00
Manager, Frontline Regulators	1	1.00
Manager, Market Infrastructure	1	1.00
Principal Adviser, Market Infrastructure	1	1.00
Senior Adviser, Frontline Regulators	1	1.00
Senior Adviser, Market Infrastructure	3	3.00
Investment Management	17	17.00
Adviser, Investment Management	2	2.00
Associate Adviser, Investment Management	1	1.00
Graduate Adviser, Investment Management	1	1.00
Head of Investment Management	1	1.00
Manager, Investment Management	2	2.00
Principal Adviser, Investment Management	2	2.00
Principal Adviser, Restricted Managed Investment Schemes	1	1.00
Senior Adviser, Investment Management	7	7.00

Markets, Investors and Reporting	1	1.00
Director - Markets, Investors and Reporting	1	1.00
Regulatory Delivery	25	24.00
Licensing and Regulatory Services	20	20.00
Adviser, Licensing	3	3.00
Adviser, Regulatory Services	7	7.00
Associate Adviser, Licensing	1	1.00
Head of Licensing and Regulatory Services	1	1.00
Manager, Licensing	1	1.00
Manager, Regulatory Services	2	2.00
Principal Adviser, Licensing	1	1.00
Principal Adviser, Regulatory Services	1	1.00
Senior Adviser, Licensing	1	1.00
Senior Adviser, Regulatory Services	2	2.00
Regulatory Delivery	5	4.00
Executive Adviser, Regulatory Delivery	1	1.00
Executive Director - Regulatory Delivery	1	1.00
Personal Assistant, Regulatory Delivery	1	1.00
Principal Adviser, Credit	1	0.00
Senior Adviser, Credit	1	1.00
Response and Enforcement	75	74.10
Response and Enforcement	36	35.50
Enforcement	16	15.50
Acting Manager, Enforcement	1	0.90
Business Lead - CCCFA	1	1.00
Graduate Adviser, Enforcement	1	1.00
Head of Enforcement	1	1.00
Manager, Enforcement	1	0.80
Principal Legal Counsel, Enforcement	3	3.00
Senior Legal Counsel, Enforcement	7	6.80
Junior Legal Counsel, Enforcement	1	1.00
Evidence and Investigations	18	18.00
Evidence System Analyst	2	2.00
Head of Evidence and Investigations	1	1.00
Investigator	2	2.00
Manager, Data and Evidence	1	1.00
Manager, Investigations	2	2.00
Principal Evidence System Analyst	1	1.00
Principal Investigator	2	2.00
Senior Evidence System Analyst	1	1.00
Senior Forensic Accountant	1	1.00
Senior Forensic Accountant / Analyst	1	1.00
Senior Investigator, Evidence and Investigations	4	4.00
Response and Enforcement	2	2.00
Executive Director, Response and Enforcement	1	1.00
Personal Assistant, Response and Enforcement	1	1.00
Specialist Supervision and Response	39	38.60

Perimeter and Response	19	18.60
Adviser, Market Conduct	1	1.00
Head of Perimeter and Response	1	1.00
Manager, Market Conduct	1	1.00
Manager, Perimeter and Response	2	2.00
Principal Adviser, Market Conduct	1	0.80
Principal Adviser, Perimeter and Response	2	2.00
Principal Adviser, Supervision Response	1	1.00
Senior Adviser, Market Conduct	4	3.80
Senior Adviser, Perimeter and Response	6	6.00
Specialist Supervision	20	20.00
Acting Manager, Operational Resilience	1	1.00
Adviser, Intensive Supervision	1	1.00
Associate Adviser, Consumer Economics	1	1.00
Associate Adviser, Operational Resilience	1	1.00
Head of Specialist Supervision	1	1.00
Manager, AML	1	1.00
Manager, Intensive Supervision	1	1.00
Manager, Investor Information	1	1.00
Manager, Operational Resilience	1	1.00
Principal Adviser, AML	1	1.00
Principal Adviser, Investor Information	1	1.00
Principal Adviser, Operational Resilience	1	1.00
Senior Adviser, AML	2	2.00
Senior Adviser, Intensive Supervision	1	1.00
Senior Adviser, Investor Information	3	3.00
Senior Adviser, Operational Resilience	2	2.00
Strategy and Design	51	49.88
Economics	16	15.75
Data and Intelligence	7	7.00
Analyst, Data and Intelligence	1	1.00
Graduate Analyst, Data and Intelligence	1	1.00
Head of Data and Intelligence	1	1.00
Manager, Data and Intelligence	1	1.00
Principal Analyst, Data and Intelligence	1	1.00
Senior Analyst, Data and Intelligence	2	2.00
Economics	1	1.00
Chief Economist	1	1.00
Economics and Research	8	7.75
Adviser, Economics	2	2.00
Head of Economic Research	1	0.85
Manager, Consumer Economics	1	1.00
Manager, Market Economics	1	0.90
Principal Adviser, Kaupapa Māori Research	1	1.00
Senior Adviser, Economics	1	1.00
Senior Economist, Research and Insights	1	1.00
Strategy and Design	35	34.13

External Relations and Communications	10	9.90
Adviser, External Communications	1	1.00
Business Partner, External Relations & Communications	1	1.00
Head of External Relations and Communications	1	1.00
Manager, External Communications and Delivery	1	0.90
Manager, External Relations	1	1.00
Principal Adviser, Publications	1	1.00
Senior Adviser, External Communications	1	1.00
Senior Adviser, External Relations	1	1.00
Senior Adviser, Media Relations	1	1.00
Senior Advisor, External Relations (Government and CoFR)	1	1.00
Intervention Design and Regulatory Policy	13	12.23
Head of Intervention Design and Regulatory Policy	1	1.00
Manager, Intervention Design	1	1.00
Manager, Regulatory Policy	1	1.00
Principal Adviser, Intervention Design	1	1.00
Principal Adviser, Regulatory Policy	3	2.63
Senior Adviser, Regulatory Policy	2	2.00
Senior Legal Counsel, Regulatory Policy	4	3.60
Strategy and Design	4	4.00
Executive Adviser, Strategy and Design	1	1.00
Executive Director - Strategy and Design	1	1.00
Personal Assistant, Strategy and Design	1	1.00
Technical Specialist, Scams	1	1.00
Strategy and Planning	8	8.00
Head of Strategy and Planning	1	1.00
Manager, Planning	1	1.00
Manager, Strategy	1	1.00
Principal Adviser, Planning	1	1.00
Principal Adviser, Strategy	2	2.00
Senior Adviser, Innovation & Fintech	1	1.00
Technical Specialist, FinTech and Innovation	1	1.00
Transformation and Operational Delivery	82	81.28
People	17	16.70
People	1	1.00
Acting Chief People Officer	1	1.00
People and Capability	8	7.80
Acting Head of People (Business Partnering and Talent Attraction)	1	1.00
Acting Head of People, Learning & Dev, Culture, Internal Comms	1	1.00
Acting Manager, Business Partnering	1	1.00
Acting Manager, Learning & Development	1	0.80
Business Partner	2	2.00
Learning and Development Adviser	1	1.00
People and Capability Administrator	1	1.00
Talent, Culture and Internal Communications	8	7.90

Communications Adviser	1	1.00
Culture and Engagement Coordinator	1	1.00
Manager, Culture and Engagement	1	1.00
Manager, Internal Communications	1	1.00
Recruitment Lead	1	0.90
Senior Adviser, Culture and Engagement	1	1.00
Senior Adviser, Internal Communications	1	1.00
Talent Business Partner	1	1.00
Transformation and Operational Delivery	65	64.58
Finance and Business Support	20	20.00
Accountant Finance	1	1.00
AP Coordinator	1	1.00
AR Coordinator	1	1.00
Board Coordinator and Team Support Administrator	1	1.00
Facilities Coordinator and Team Support Administrator	1	1.00
Financial Accountant	1	1.00
Financial Controller	1	1.00
Head of Finance and Business Support	1	1.00
Management Accountant	1	1.00
Manager, Administration	1	1.00
Payroll and Team Support Administrator	1	1.00
Receptionist and Office Support	1	1.00
Senior Management Accountant	1	1.00
Systems Accountant	1	1.00
Team Support Administrator	6	6.00
Information Technology	23	22.90
Adviser, Technical Operations	1	1.00
Chief Information Officer	1	1.00
Cybersecurity Risk Analyst	1	1.00
Delivery Manager	1	1.00
Manager, CRM	1	1.00
Manager, Data Engineering	1	1.00
Manager, ICT Security and Architecture	1	1.00
Manager, Technical Operations	1	1.00
On-Site Support Engineer	2	2.00
Principal Adviser, Web and Digital User Experience	1	1.00
Senior BI Data Engineer	1	1.00
Senior Business Analyst	1	0.90
Senior Business Analyst, Data Engineering	1	1.00
Senior CRM Developer	1	1.00
Senior Functional Consultant	1	1.00
Senior Security Engineer	1	1.00
Senior Systems Engineer	1	1.00
Senior Test Analyst	1	1.00
Service Delivery Manager	1	1.00
Solutions Architect	1	1.00
Systems Engineer	2	2.00

Transformation	20	19.68
Acting Head of Transformation	1	1.00
Adviser, Knowledge Management	1	1.00
Business Analyst, Transformation	1	1.00
Change Management Lead	1	0.88
Delivery Coordinator	1	1.00
Delivery Manager	2	2.00
Delivery Manager, Delivery Capability	1	1.00
Lead Adviser, Knowledge Management	2	2.00
Manager, Delivery Capability	1	1.00
Manager, Knowledge Management	1	1.00
Manager, Portfolio Management and Design Capability	1	1.00
Manager, Ways of Working	1	1.00
Portfolio Coordinator	1	1.00
Process Improvement Analyst	1	1.00
Programme Delivery Manager	2	2.00
Senior Business Improvement Analyst	1	0.80
Senior Transformation Analyst	1	1.00
Transformation and Operational Delivery	2	2.00
Executive Director - Transformation and Operational Delivery	1	1.00
Personal Assistant, Transformation and Operational Delivery	1	1.00
Grand Total	353	346.48