



National Audit Office

Chair
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Mr Clive Efford MP
Chair, Public Accounts Commission
By email: Clive.Efford.mp@Parliament.UK
c.c: CandyK@Parliament.UK

Date 21 November 2025

Dear Mr Efford,

APPOINTMENT OF NON-EXECUTIVE MEMBERS OF THE BOARD

It was a great pleasure to see you and members of the Commission earlier this week for the session on the performance of the NAO in 2024-25 and to seek the Commission's approval of our 2025-26 Supplementary Estimate. I am very grateful for the Commission's approval.

The purpose of this letter is to invite the Commission's approval that Alistair Conner should be re-appointed as a non-executive member of the Board to serve a second and final 3-year term effective from 1 February 2026. Since his initial 3-year appointment by the Commission on 1 February 2023, Alistair has made an excellent contribution in all areas of the Board's remit. He was appointed to complement the Board's skills in digital leadership and we have benefited enormously from his extensive experience and wise guidance in this area; not least in the development of our 2025-2030 strategy which includes our strategic ambition to improve our digital and data capabilities to enable innovation. His expertise in digital transformation will be immensely valuable as we implement the new strategy and hold ourselves to account for its delivery and impact. In addition Alistair has shown a solid understanding of digital risks, such as cybersecurity and data privacy, which he has applied in his role as a member of the Audit & Risk Assurance Committee. This expertise has enhanced the Committee's ability to oversee these critical areas.

During his time on the Board Alistair has forged strong relationships with his fellow non-executive members, the Comptroller and Auditor General and the wider Executive Team, as well as those staff members whose work focuses on digital and technological transformation. He is respected across the office. As we head for significant change in the composition of the Board with the end of my appointment as well as those of Gaenor Bagley and Sir Martin Donnelly in early 2027, it is particularly important to have continuity where we can, and I am confident that Alistair will provide invaluable continuity and support to the next Chair and incoming non-executives.

The formal arrangements for the appointment of the non-executive members of the Board are set out in Schedule 2 of the Budget Responsibility and National Audit Act (BRANAA). I recommend that his remuneration remains unchanged at £20,000 per annum non-pensionable.

I attach Alistair's biographical details and look forward to seeing you, together with Alistair, at the appointment hearing on 3 December 2025.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Fiona', with a small horizontal line underneath.

Dame Fiona Reynolds
Chair

Annex 1

Biographical details for Alistair Conner

Alistair Conner



Alistair Conner was appointed to the NAO Board by the Public Accounts Commission on 1 February 2023 for an initial three-year term. He is a member of the Audit and Risk Assurance Committee.

Alistair has had an extensive career history both in the Royal Air Force and the financial services sector, including 13 years at UBS where he became the UK Chief Operating Officer in 2014 and was promoted to Managing Director in 2015. Following UBS, he joined Credit Suisse, where he was a PRA regulated senior manager, UK Chief Operating Officer and an Executive Director on the Board of CS UK (Ltd).

From April to July 2021, he advised the Bank of Ireland as lead strategic wealth management consultant during their acquisition of Davy, Ireland's largest wealth manager. Most recently, he was the Deputy CEO of Time Partners, a specialist investment banking firm.

Alistair holds a Degree in Mathematics and Theoretical Physics from the University of St Andrews and a Diploma in Company Direction from the Institute of Directors. A keen traveller and mountaineer, he has been a Fellow of the Royal Geographical Society since 2003.