House of Commons
Women and Equalities Committee

Appointment of the Chair of the Equality and Human Rights Commission

Third Report of Session 2015–16

Report, together with formal minutes relating to the report

Ordered by the House of Commons to be printed
3 May 2016
The Women and Equalities Committee

The Women and Equalities Committee is appointed by the House of Commons to examine the expenditure, administration and policy of the Government Equalities Office (GEO).

Current membership

Rt Hon Maria Miller (Conservative, Basingstoke) (Chair)

Ruth Cadbury (Labour, Brentford and Isleworth)

Maria Caulfield (Conservative, Lewes)

Jo Churchill (Conservative, Bury St Edmunds)

Angela Crawley (Scottish National Party, Lanark and Hamilton East)

Mims Davies (Conservative, Eastleigh)

Mrs Flick Drummond (Conservative, Portsmouth South)

Ben Howlett (Conservative, Bath)

Siobhain McDonagh (Labour, Mitcham and Morden)

Jess Phillips (Labour, Birmingham, Yardley)

Mr Gavin Shuker (Labour (Co-op), Luton South)

The following members were also members of the committee during the Parliament:

Tulip Siddiq (Labour, Hampstead and Kilburn)

Cat Smith (Labour, Lancaster and Fleetwood)

Powers

The Committee is one of the departmental select committees, the powers of which are set out in House of Commons Standing Orders, principally in SO No 152. These are available on the internet via www.parliament.uk.

Publication

Committee reports are published on the Committee’s website at www.parliament.uk/womenandequalities and in print by Order of the House.

Evidence relating to this report is published on the relevant inquiry page of the Committee’s website.

Committee staff

The current staff of the Committee are Gosia McBride (Clerk), Luanne Middleton (Second Clerk), Sharmini Selvarajah (Third Clerk), Ayaz Manji (Committee Specialist), Asaad Qadri (Inquiry Manager), Thomas Pudlo (Senior Committee Assistant), Mandy Sullivan (Committee Assistant) and Liz Parratt (Media Officer).

Contacts

All correspondence should be addressed to the Clerk of the Women and Equalities Committee, House of Commons, Westminster, London, SW1A 0AA. The telephone number for general enquiries is 020 7219 6123; the Committee’s email address is womeqcom@parliament.uk.
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1 Introduction

1. This Report follows our pre-appointment hearing with the Government’s preferred candidate for the post of non-executive Chair of the Equality and Human Rights Commission (EHRC). The hearing was held jointly with the Joint Committee on Human Rights. This is the second time that the post of Chair of the EHRC has been subject to the process of pre-appointment hearing, the first being held by the Joint Committee on Human Rights in 2012.¹

2. We understand that the Joint Committee on Human Rights will publish a report in similar terms to this Report.

2 Background

The role and function of the Equality and Human Rights Commission

3. The EHRC is a non-departmental public body established by Parliament under the Equality Act 2006 to help safeguard and enforce the laws that protect citizens’ rights to fairness, dignity and respect. It was set up in 2007, replacing and taking over the work of the Equal Opportunities Commission, the Commission for Racial Equality and the Disability Rights Commission. Its website outlines its role as:

An independent body responsible for protecting and promoting equality and human rights in England, Scotland and Wales. It aims to encourage equality and diversity, eliminate unlawful discrimination, and promote and protect human rights. The Commission enforces equality legislation on age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It encourages compliance with the Human Rights Act 1998 and is accredited by the UN as an ‘A status’ National Human Rights Institution.²

4. The Commission has legal enforcement powers, which include conducting investigations and inquiries. It also encourages compliance with the provisions of the Equality Act 2010 and associated legislation by promoting and monitoring activities.

3 Non-executive Chair of the EHRC

Overview

5. The post of non-executive Chair of the EHRC is a statutory appointment. The previous Chair, Baroness Onora O’Neill of Bengarve, was appointed in October 2012 and ceased to be Chair on 31 March 2016. Her predecessor, Trevor Phillips OBE, had served in the post since the Commission was established in 2007. Baroness O’Neill did not seek re-appointment. We thank Baroness O’Neill for her excellent work and leadership and wish her well for the future.

Recruitment

6. Recruitment to the post is through open competition. The EHRC is currently funded by the Government Equalities Office (GEO) which is answerable to the Department for Education (DfE). The Rt Hon Nicky Morgan MP, Secretary of State for Education and Minister for Women and Equalities, and Caroline Dinenage MP, Parliamentary Under-Secretary of State for Women, Equalities and Family Justice are responsible for the post. Mrs Morgan was involved in the last stages of the selection process for this post.

7. The person specification for the position outlined the role and responsibilities as follows:

The Chair has particular responsibility for ensuring the Board operates effectively and makes collegiate and inclusive decisions, and observes high ethical standards as set out in the Nolan principles for Conduct in Public Life. Working in partnership with the Chief Executive, and other members of the Board, the Chair will have responsibility for:

a) strategic leadership of the Board in setting the overall direction, policy and plans for the Commission;

b) encouraging high standards of propriety and promoting the efficient and effective use of resources throughout the organisation;

c) building and maintaining positive and effective working relationships with Ministers, Parliamentarians and other senior stakeholders, both nationally and internationally;

d) supporting Commissioners, including the Chief Executive, in undertaking their roles, including agreeing objectives and undertaking annual appraisals.

In addition, as a member of the Board, the Chair shares corporate responsibility for:

a) agreeing the Commission’s strategic plan and business plan and priorities and ensuring delivery of its business plan;
b) ensuring that the Commission has proper internal controls, systems and processes in place to safeguard the use of public funds and manage risk; and

c) promoting and protecting the EHRC’s position, values, mission, vision, integrity, image and reputation.

8. The post is not salaried, but is remunerated on a per-diem basis of £500 per day, for approximately 1–2 days a week up to 100 days per year. It was envisaged that the successful candidate would take up post on 1 April 2016.

The appointment process

9. On 15 October 2015 Caroline Dinenage MP, Parliamentary Under-Secretary of State for Women, Equalities and Family Justice, wrote to the Chair of the Women and Equalities Committee to announce the Government’s intention of consulting the relevant Select Committees over the appointment of a new Chair of the EHRC when the term of the current Chair, Baroness O’Neill of Bengarve, ended on 31 March 2016. The Minister noted that the pre-appointment hearing of Baroness O’Neill in 2012 had been conducted by the Joint Committee on Human Rights. However, in view of the subsequent creation of the Women and Equalities Committee, the Minister noted that both Committees had a legitimate interest in the EHRC, and raised the possibility that they might hold a joint hearing. She did not write to the Chair of JCHR because the committee had not yet been re-nominated following the general election. The Minister’s letter and the advertisement for the post are attached in Appendices 1 and 2 respectively.

10. Twenty-eight candidates applied for the post, of whom five were invited for interview, with one subsequently withdrawing. Of the four candidates interviewed on 12 February 2016, three were considered appointable. Information on the recruitment process, including a breakdown of the diversity of the applicant field, is given in the GEO memorandum in Appendix 3.

Guidelines for pre-appointment hearings

11. Select committee pre-appointment hearings have the following purposes and objectives:

- scrutiny of the quality of ministerial decision-making, which is a proper part of ministerial accountability to Parliament;

- providing public reassurance, in addition to the processes of the Office for the Commissioner of Public Appointments, that those appointed to key public offices have been selected on merit;

- providing public evidence of the independence of mind of the candidate;

- enhancing the appointee’s legitimacy in undertaking his or her function.3
The candidate

12. The Secretary of State informed both Committees on 14 March that the Government’s preferred candidate for the role of non-executive Chair was David Isaac CBE. This letter is attached as Appendix 4. Mr Isaac’s curriculum vitae (CV) is included in Appendix 5. All those applying for the position were asked to provide a detailed supporting statement of no more than two pages. Mr Isaac’s supporting statement is published as Appendix 6.

13. The CV describes Mr Isaac as a “Senior Partner in an International Law firm [Pinsent Masons LLP] based in London advising on complex commercial projects for international and major UK clients”. He is head of the firm’s Advanced Manufacturing and Technology sector. He is described as having advised international PLC and UK central Government departments on their complex commercial transactions and distressed contracts. Recent transactions include significant projects for BP, TfL and DWP. He also worked with the Cabinet Office to deliver £2 billion savings from the Government’s major suppliers.

14. Previously Mr Isaac was Chair of Stonewall (“the leading human rights charity promoting the rights of lesbians, gay men, bi-sexuals and transsexuals in the UK”) from 2003 till 2012. In this capacity, the CV notes that “under his Chairmanship, the charity successfully lobbied to secure major legislative change, including the abolition of section 28, the introduction of civil partnerships and gay marriage”.

15. Mr Isaac sits on a number of charitable and not-for-profit boards. He is Chair of Modern Art Oxford, a Director of the Big Lottery Fund, a trustee of the Human Dignity Trust and of 14–18 Now. He is also “involved in driving diversity in the City of London”. He was formerly a director of the Diana Princess of Wales Memorial Fund.

The pre-appointment hearing

16. The two Committees held a pre-appointment hearing with David Isaac on 23 March 2016. A transcript of the oral evidence is available on our Committees’ respective websites.

17. In line with the guidance drawn up by the House of Commons Liaison Committee on the conduct of pre-appointment hearings, the questioning at this hearing sought to test the professional competence and personal independence of the candidate. The two Committees explored whether Mr Isaac had demonstrated his suitability for the post in terms of relevant experience, his views on appropriate strategic direction and priorities for the EHRC, his approach to meeting the challenges of leading the EHRC in a climate of budget constraints, including balancing the competing demands for attention on different equalities and human rights issues, and his approach to developing the EHRC’s relationship with Parliament and the committees.

18. We also considered the question of whether Mr Isaac’s intention to continue as a senior equity partner at Pinsent Masons, after his appointment as Chair of the EHRC, involves a potential conflict of interest, or what might be publicly perceived as such—especially as Pinsent Masons has undertaken significant work for the Government. This is
of particular importance in relation to the EHRC’s “A” status as the UK’s National Human Rights Institution (NHRI). The Paris Principles, which govern the role of NHRIs, require those institutions to be independent of government.\(^5\)

19. The Committees sought information from the panel assessor whose official guidance clearly sets out the need to consider in detail potential conflicts of interest as part of the process that determined Mr Isaac is an “appointable candidate”. However, we were told that under the terms of the Liaison Committee and Cabinet Office guidance such documents could not be released to the Select Committees either in part or in full. As a result, the committees were unable to undertake one of their purposes as set out by the Liaison Committee terms of reference: “scrutiny of the quality of ministerial decision-making”.

20. The two Committees therefore decided not to produce immediate reports following the pre-appointment hearing,\(^6\) but to seek further evidence on the extent to which the issue of a potential conflict of interest was raised during the appointment process, how the risk of a potential conflict of interest was assessed by the panel assessors who are charged with ensuring a candidate’s impartiality and independence before being put forward as “appointable”, and what proposals might be put forward to ameliorate any real or perceived risk.

21. During our hearing Mr Isaac undertook to discuss how he might seek to address the issues we had raised about a potential or perceived conflict with his partners at Pinsent Masons and the Cabinet Office.\(^7\) We wrote to him a week later to ask about the outcome of these discussions, but unfortunately did not receive an update until 15 April, with further information sent to us by the candidate on 18 and 26 April (see below).\(^8\) We understand that the candidate suffered a bereavement over this period, but the Committee was not always clear whether further information was to be provided and this lack of clarity caused some delay, confusion and uncertainty in the overall process.

22. On 29 March the Chairs of the two Committees wrote to the Minister for Women and Equalities, expressing concern about a potential or perceived conflict of interest, and seeking further information as set out in the previous paragraph.\(^9\) Further correspondence followed between the Committees, the Minister, the then Commissioner for Public Appointments (Sir David Normington), and the EHRC.\(^10\) This included a communication from the Minister on 1 April that, pending the publication of the Committees’ final views on Mr Isaac’s suitability for appointment, she had appointed an interim Chair of the EHRC.\(^11\) All this correspondence has been published on the two Committees’ websites.\(^12\)

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\(^5\) Principles relating to the Status of National Institutions (The Paris Principles)

\(^6\) For procedural reasons it is not possible for a Joint Committee of both Houses to agree a report jointly with another Committee. It was therefore necessary for the two Committees to agree separate reports.

\(^7\) Qq16–17, Joint Committee on Human Rights and Women and Equalities Committee, Oral evidence: Pre-Appointment Hearing: Chair of the Equality and Human Rights Commission, 23 March 2016

\(^8\) Letter of 15 April from the Secretary of State for Education and Minister for Women and Equalities to Chairs of JCHR and Women and Equalities; Letter of 18 April from David Isaac to Clerk of JCHR; Letter of 26 April from David Isaac to Chairs of JCHR and Women and Equalities

\(^9\) Letter of 29 March from the Chairs of JCHR and the Women and Equalities Committee to the Secretary of State for Education and Minister for Women and Equalities

\(^10\) See correspondence on the inquiry publications page

\(^11\) Letter of 1 April from the Secretary of State for Education and Minister for Women and Equalities to Chairs of JCHR and Women and Equalities

\(^12\) See the joint publications page for this inquiry and the separate JCHR and Women and Equalities Committee publications pages.
The Committees’ views on the suitability of the candidate

23. The two Committees considered this correspondence, in particular letters between Mr Isaac and the EHRC which we were sent on 15 April and the letter sent from Mr Isaac to us on 18 April. We understood at the time that this correspondence, taken as a whole, represented the response by the Government, the Commission and Mr Isaac to our request for further information. Having assessed that information, the Committee Chairs wrote to the Minister for Women and Equalities on 19 April to inform her of the Committees’ conclusions.

24. The Committees considered that, if the concerns relating to potential or perceived conflict of interest were to be addressed, Mr Isaac would be a good candidate for appointment as the next Chair of the EHRC. However, on the issue of conflict of interest, the Committee Chairs wrote to the Minister as follows:

The Committees note your assurance and that of Sir David Normington that the appointment process has been “carried out in a manner compliant with the OCPA Code of Practice”, and the assurance of the Director General of Propriety and Ethics at the Cabinet Office that there is no conflict of interest that would call into question Mr Isaac’s ability to perform the role, and that “adequate steps have been taken to deal with any perception issues”. We also note the Government’s view that Mr Isaac’s appointment would not breach the Paris Principles nor put the EHRC at risk of losing its “A” status as a national human rights institution (NHRI).

However, the Committees have received advice both from the JCHR’s legal advisers and from the Office of Speaker’s Counsel which confirms our view that Mr Isaac’s appointment, in conjunction with his continuance as a senior equity partner of a law firm which conducts a significant amount of business with the Government, would constitute a serious potential conflict of interest. We also believe, notwithstanding the Government’s assurances to the contrary, that there is a possibility that Mr Isaac’s appointment might trigger a review of the EHRC’s “A” status, given that a key requirement of the Paris Principles is that an NHRI should be independent of Government. We have liaised informally with the Sub-Committee on Accreditation of the International Co-ordinating Committee on National Human Rights Institutions regarding this risk and continue to believe that the EHRC’s A status as an NHRI may be at risk as a result of Mr Isaac’s continuation at Pinsent Masons while acting as Chair of the EHRC.

Furthermore, in addition to the question of independence from Government, we also note that Pinsent Masons act for clients across a very wide range of other matters. Some of these, such as public procurement or employment law, could raise difficulties where, for example, the EHRC is considering litigation or investigatory work in a field where Mr Isaac or Pinsent Masons are acting or have previously acted for clients who are directly involved in the question.
or for whom the outcome would have a direct effect. We note that the Pinsent Masons website contains the following statements about the firm’s relationship with the Government, alongside a picture of Mr Isaac:

“Pinsent Masons is at the forefront of Government’s innovative thinking and projects … “

“We are immersed in Government policy and we are proud that our work has been endorsed by our appointment to a number of key lots of the Crown Commercial Service (CCS) panel. The CCS is an executive agency of the Cabinet Office and plays a vital role helping protect front line services. Pinsent Masons has been appointed to the panel to supply Government with expert legal advice relating to major projects, corporate law, litigation and banking and regulatory work. … “

“[ … ] we run a series of Government focussed seminar and round table sessions, enabling our Government and private sector clients to debate matters high on the political agenda.”

Even if Mr Isaac were not to be directly involved in giving advice or taking decisions in such fields, or in relation to business involving the Government, he would, as an equity partner, continue to profit financially from such involvement by his colleagues in Pinsent Masons and would thus have a financial vested interest.

In addition, as a practising solicitor, Mr Isaac will be subject to professional obligations including confidentiality and a fiduciary duty of loyalty towards his clients. The Commission has a very broad remit and Pinsent Masons LLP undertakes a very wide range of work. It is difficult in these circumstances to reconcile these professional duties with the Nolan Principles which require a public official to act solely in the public interest and in an open and transparent manner.

In evidence to the Committees, one solution that was proposed was for Mr Isaac to recuse himself from EHRC decisions where there was a perceived conflict of interest, a point repeated by the Chief Executive of EHRC in her letter to Mr Isaac of 15 April. While that might be an appropriate measure where a particular conflict does not arise recurrently, if Mr Isaac frequently had to recuse himself from strategic decisions, this could also call into question his ability to discharge his responsibilities as Chair of the EHRC.

We note Sir David’s comment, in his letter to us of 31 March, that “in my view, it would have been better if they [the selection panel] had specifically addressed the issue of Mr Isaac’s role as a senior partner in Pinsent Mason”. We are concerned to learn that this issue does not seem to have been regarded as significant by the panel, and fail to understand how this can have been the case. This suggests either that the guidance given to the panel was misinterpreted, or that that guidance was inadequate and needs to be reviewed.

At the hearing on 23 March, Committee members explored with Mr Isaac possible options for mitigating the risk of a conflict or perceived conflict of
interest. Mr Isaac undertook to discuss this matter with his partners at Pinsent Masons. In a subsequent exchange of emails between the JCHR Commons Clerk and Mr Isaac, the latter stated that discussions with his partners were “on-going and will be concluded when I hear back from Government”. When Mr Isaac was asked to clarify what he meant by “when I hear back from Government”, he replied (on 7 April) that this reference “meant only that I await further directions from the Secretary of State or whoever is running the procurement process on her behalf to tell me what will be required to deal with the concerns raised”.

In the letter from the Chief Executive of the EHRC to Mr Isaac of 15 April, a number of “specific measures to minimize any risk of perceived conflicts of interest” are set out. We do not consider that these rise above the level of general assurances that Mr Isaac will remove himself from discussion or decision-taking in relation to an exercise of the Commission's statutory powers in relation to a client of Pinsent Masons. We also note that these proposals specifically exempt any such removal by Mr Isaac in cases where the Commission is exercising its powers on a sector-wide basis. We further note that they do not address the concern that Mr Isaac will have a continuing financial interest. We do not consider that these measures are sufficient to tackle the problems we have identified. We find it difficult to see how this matter might be resolved if Mr Isaac wishes to continue as an equity partner at Pinsent Masons while in the role of Chair of the EHRC.

We are grateful to you for responding to our investigation by delaying the appointment. We appreciate that the current interim arrangements for the governance of the EHRC should not continue any longer than is necessary. However, we are not satisfied that the steps that have been set out for tackling this problem are sufficient to allay our concerns, and therefore we are unable to recommend that this appointment should proceed.

25. The legal advice from Speaker’s Counsel referred to in the above letter was sent to the Government and Mr Isaac on 20 April, alongside additional legal advice received that day. All this advice has also been published on our website.15

The most recent developments

26. On 26 April, Mr Isaac wrote to us stating that he had “reflected further on the scope for ensuring that my appointment should not create any actual or perceived conflicts of interest”.16 He had decided to put in place further arrangements as follows:

“my remuneration as an equity partner at Pinsent Masons will exclude any share of profits made by the firm from work for Government Departments, agencies or arm's length bodies. […] If appointed I will cease to be involved in advising government clients of Pinsent Masons in all aspects of that work. Put simply, for the duration of my appointment to Chair of the EHRC, neither my work nor my remuneration would in any way depend upon Pinsent Masons’ involvement with government.”

15 Legal advice of 6 April and further legal advice of 20 April
16 Letter of 26 April from David Isaac to Chairs of JCHR and Women and Equalities
27. Also on 26 April, the Minister wrote to us to announce that, having considered the Chairs’ letter of 19 April and the legal advice from Speaker’s Counsel, and having taken into account Mr Isaac’s further proposals to deal with the issue of conflict of interest, she had concluded that she was “satisfied that any potential conflicts can and will be addressed”. She had accordingly decided to confirm her decision to appoint David Isaac as Chair of the EHRC, and had written to ask him to agree a suitable date on which to take up his duties. The Minister’s letter to us did not systematically address the serious legal issues we had raised.

28. As noted in paragraph 23 above, the two Committees consider that, if the concerns relating to potential or perceived conflict of interest were to be addressed, Mr Isaac would be a good candidate for appointment as the next Chair of the EHRC. Mr Isaac’s new proposals, submitted to us in his letter of 26 April, go a considerable way towards satisfying our concerns. We note his undertakings not to advise Government clients of Pinsent Masons while he holds the role of Chair of EHRC, and not to receive profit as an equity partner from work conducted by that firm on behalf of the Government. We welcome these undertakings and note that they will help to satisfy the criterion of independence from Government required under the Paris Principles. We recommend that Mr Isaac send us fuller particulars of how he plans to implement these undertakings by a month from receipt of this Report.

29. However, Mr Isaac’s letter does not address one remaining, and significant, issue, that of potential or perceived conflicts of interest arising from work by Pinsent Masons for private sector clients which may be subject to investigation or enforcement actions by the EHRC, a potential problem treated in some detail in the legal advice we have received and published from Speaker’s Counsel. As a solicitor Mr Isaac will have a duty of loyalty to Pinsent Masons’ clients which is difficult to reconcile with the Nolan Principles which require a public official to act solely in the public interest and in an open and transparent manner. While we note that EHRC Board decisions are strategic rather than operational, there nevertheless does appear to be a risk of an apparent conflict of interest. And since the proceedings of the Board are private, there is no transparency. The evidence to date does not explain fully how this perception would be resolved. We consider that some mechanism needs to be found for dealing with this potential problem and require that Mr Isaac reflect on this and inform us of what steps he plans to take in this regard by a month from receipt of this Report.

30. We note that the Government has confirmed its intention of appointing Mr Isaac. We are glad that our pre-appointment hearing has focussed attention on the importance of avoiding potential or perceived conflicts of interest and prompted the undertakings we have now received from Mr Isaac. We will continue to monitor the situation as part of our wider responsibility to scrutinise the equalities work of the EHRC.

31. We hope the Government will learn lessons from this appointment, particularly in relation to the processes followed by the selection panel, which Sir David Normington told us did not specifically address the issue of Mr Isaac’s role as a senior partner in Pinsent Masons. The Liaison Committee and Cabinet Office guidelines on pre-appointment hearings do not cover the release of panel documents, even in part, which

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17 Letter of 26 April from the Secretary of State for Education and Minister for Women and Equalities to Chairs of JCHR and Women and Equalities
limited our ability to scrutinise the quality of the panel’s decision and we recommend that this guidance be reviewed. The independent candidate selection process lacked transparency and appeared not to pay full attention to the written guidance; there wasn’t clear accountability for decision making at each step of the independent selection process, which created unnecessary delay for the Committees and confusion for the candidate. We recommend that a thorough review be undertaken and would be happy to contribute.

32. We also note that the Public Administration and Constitutional Affairs Committee is considering the public appointments process in its Better Public Appointments (Grimstone Review) inquiry and we would encourage it to consider the issues we have raised during its deliberations. We are sending a copy of this Report to the Chairs of the Liaison and the Public Administration and Constitutional Affairs Committees.

33. We wish Mr Isaac well in his new post and look forward to working with him further as he takes up his new responsibilities.
Appendix 1: Letter from Caroline Dinenage MP to Rt Hon Maria Miller MP, Chair of the Women and Equalities Committee

APPOINTMENT OF NEW CHAIR OF THE EQUALITY AND HUMAN RIGHTS COMMISSION

As Minister for Women and Equalities, I am writing to inform you of the forthcoming process to appoint a new Chair of the Equality and Human Rights Commission (EHRC). I would also, in due course, welcome your view as to which committee(s) should perform the pre-appointment scrutiny.

The term of the current Chair, Baroness O’Neill of Bengarve, ends on 31 March 2016. Baroness O’Neill has steered the EHRC through a period of significant restructuring, and I am very grateful to her for the expertise, energy and hard work she continues to bring to the role. However, Baroness O’Neill has indicated that she will not be seeking reappointment. We therefore need to move to appoint a successor.

The relevant departmental select committee would normally scrutinise such appointments, which in this case would be the Select Committee on Women and Equalities. However, given that the EHRC also has a key human rights role, it may be more appropriate for the Joint Committee on Human Rights (JCHR) to scrutinise this appointment, as it did when Baroness O’Neill was appointed. I am therefore copying this letter to the clerk to the JCHR, who will pass it on to the Chair of that committee once he or she has been appointed.

We will take our lead from the committees as to which should scrutinise this appointment. But we would, of course, wish to avoid potential appointees having to face two separate pre-appointment hearings by different committees. A joint hearing might be a possibility, if that were deemed the best way forward.

An appointments panel is being established for this post, which will be chaired by a Public Appointments Assessor from the Office of the Office of the Commissioner for Public Appointments (OCPA). The panel will provide the Secretary of State for Education and me with a selection of appointable candidates. Once we have made a decision on the preferred candidate, that candidate will be put forward to the appropriate committee(s) for the pre-appointment hearing. My officials will liaise with the relevant clerk(s) to take this forward, once we know how you’d like this to be handled.

I am attaching a draft of the advertisement we propose to use for this post, which sets out the key criteria required and the selection process (Appendix 2). I am also attaching a draft timetable for the recruitment process (Appendix 3). You will want to note particularly the suggested timings for the pre-appointment scrutiny hearing.
We are hoping to advertise the post shortly, as we are aware that the timetable for getting a permanent successor in post by 31 March 2016 is already challenging.

CAROLINE DINENAGE

15 October 2015
Appendix 2: Advertisement for the post

Chair

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<th>Appointing Body:</th>
<th>Equality and Human Rights Commission</th>
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<tr>
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<td>30 November 2015 at 17:00</td>
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<tr>
<td>Interviews:</td>
<td>Early February 2016</td>
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In line with proposals to increase Parliamentary scrutiny of appointments to key posts, the preferred candidate for the post of Chair may be required to appear before a Parliamentary select committee prior to appointment.

Vacancy Description

In the last five years the Commission has undergone significant reform and has been building and enhancing its profile and reputation. We are seeking a strong, strategic leader who will continue to develop the Board and set the Commission's overall direction to reflect its crucial role as an independent equality body and National Human Rights Institution.

Although the Commission is an independent organisation, the Chair is accountable to the Commission’s sponsoring Minister, the Secretary of State for Education and Minister for Women and Equalities. You will develop and maintain high-value relationships with Ministers, influential partners, governments at home and abroad, opinion formers, industry and others, demonstrating judgment, integrity and resilience in the face of challenge.

The successful candidate will be an outstanding leader, a credible and effective public face for the organisation, with the skills to build strategic partnership.

Person Specification

The Chair has particular responsibility for ensuring the Board operates effectively and makes collegiate and inclusive decisions, and observes high ethical standards as set out in the Nolan principles for Conduct in Public Life. Working in partnership with the Chief Executive, and other members of the Board, the Chair will have responsibility for:
(a) strategic leadership of the Board in setting the overall direction, policy and plans for the Commission;

(b) encouraging high standards of propriety and promoting the efficient and effective use of resources throughout the organisation;

(c) building and maintaining positive and effective working relationships with Ministers, Parliamentarians and other senior stakeholders, both nationally and internationally;

(d) supporting Commissioners, including the Chief Executive, in undertaking their roles, including agreeing objectives and undertaking annual appraisals.

In addition, as a member of the Board, the Chair shares corporate responsibility for:

(e) agreeing the Commission’s strategic plan and business plan and priorities and ensuring delivery of its business plan;

(f) ensuring that the Commission has proper internal controls, systems and processes in place to safeguard the use of public funds and manage risk; and

(g) promoting and protecting the EHRC’s position, values, mission, vision, integrity, image and reputation.

**Specific qualities and skills sought**

The successful candidate will need to demonstrate:

- A strong understanding of and demonstrable commitment to equality and human rights which is credible;

- A commitment to exercising impartial and independent judgement, drawing sound conclusions that differentiate and weigh up competing arguments that are capable of justification under close scrutiny;

- The ability to lead a major high-profile organisation, including ability to chair the board and provide effective challenge and support to the organisation;

- Outstanding relationship building skills, with the ability to command respect, build networks quickly and work with and through others to achieve objectives;

- Excellent communication skills including the ability to operate effectively and comfortably as an ambassador for the organisation;

- High standards of integrity, commitment to public service values, and an understanding of the principles and practices of corporate governance.

Applicants will be assessed against these criteria in their application form and any subsequent interview.

**Additional Information**

The Equality and Human Rights Commission is a statutory non-departmental public body established under the Equality Act 2006. It is the independent body responsible for
promoting and enforcing the laws that protect fairness, dignity and respect. It contributes to making and keeping Britain a fair society in which everyone, regardless of background, has an equal opportunity to fulfil their potential. The Commission has a range of powers to enforce equality legislation on age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Commission is the National Equality Body required under EU law. It encourages compliance with the Human Rights Act 1998 and is accredited by the UN as an ‘A status’ National Human Rights Institution.

The Commission aims to be an authoritative expert national body, reputed as a centre of excellence for evidence, law, policy and practice bearing on equality and human rights. For further information about the Commission, please visit our website at www.equalityhumanrights.com

How to Apply

The process for this public appointment will adhere to the Code of Practice published by the Office of the Commissioner for Public Appointments.

To apply, please send:

- a CV of no more than three sides of A4;
- a supporting statement of not more than two sides of A4, setting out how you meet the specification for the role;
- the Monitoring Form concerning your personal information and the Declaration of Interests Form and political activity;
- The monitoring form should be sent to the Department for Education Human Resources separately at the address below;
- If applicable Annex D, which concerns the Guaranteed Interview Scheme for disabled people.
Appendix 3: Candidate and appointment process details, supplied by the Government Equalities Office

APPOINTMENT OF THE CHAIR OF THE EQUALITY AND HUMAN RIGHTS COMMISSION (EHRC)

Preferred Candidate

1) David Isaac. Curriculum Vitae (CV) attached.

Declaration of interests

2) Candidate declared the following on his application form for the role of EHRC Chair:
   - Previous Chair of Stonewall.
   - Current trustee of the Human Dignity Trust.

Background and information on role of EHRC Chair

The Equality and Human Rights Commission (EHRC)

3) The Commission is a non-departmental public body created under the provisions of the Equality Act 2006. It was established on 1 October 2007 and combines the regulatory responsibilities of the Commission for Racial Equality (CRE), the Equal Opportunities Commission (EOC) and the Disability Rights Commission (DRC). It also now has responsibilities in regard to the issues of age, sexual orientation and religion and belief.

4) The outgoing Chair of the Commission is Baroness Onora O’Neill of Bengarve, who was appointed on 12 November 2012 and whose term of office ends on 31 March 2016. The Commission has a Board of Commissioners who steer the Commission’s work and direction. The EHRC has Scotland and Wales committees and offices in England (London and Manchester), Scotland and Wales.

Overview of the EHRC’s Role and Remit:

5) The Commission has a set of unique duties and powers under the Equality Acts 2006 and 2010 to help fulfil its mandate. It also has specific responsibilities and requirements under the United Nations Paris Principles and the European Union Equality Directives to ensure it maintains its status as a National Human Rights Institution (NHRI) and European national equality body. Compliance with the Paris Principles is conducted by a sub-committee of the International Coordinating Committee. Full compliance with the Paris Principles leads to the award of ‘A’ Status. The EHRC is an ‘A’ status NHRI.
Role of EHRC Chair

6) The post of non-executive Chair of the EHRC is a statutory appointment. Appointment is by open competition. The EHRC is currently funded by the Government Equalities Office (GEO) which is answerable to the Department for Education (DfE). The Rt. Hon. Nicky Morgan MP, Secretary of State for Education and Minister for Women and Equalities, and Caroline Dinenage MP, Parliamentary Under Secretary of State for Women, Equalities and Family Justice, are responsible for the position of non-executive Chair for the EHRC. Mrs Morgan has been involved in the last stages of the selection process for this post.

7) In the last five years the EHRC has undergone significant reform and has been building and enhancing its profile and reputation. The new Chair will need to be a strong, strategic leader who will continue this process – able to develop the Board and set the EHRC’s overall direction to reflect this crucial role as an independent equality body and National Human Rights Institution. One of the priorities of the new Chair will be delivery of the Commission’s Strategic Plan for 2016–19.

8) Appointments to the EHRC are for between two and five years. Subject to performance and the decision of the Secretary of State, members may be reappointed. It is envisaged the successful candidate will take up the role of EHRC Chair with effect from 1 April 2016.

Recruitment

9) The role of the non-executive Chair is:

- To lead in formulating a clear strategic direction for the EHRC, focusing on its core roles as a strategic enforcer of the law and national expert.

- To provide leadership in all aspects of its role, including improving efficiency and value for money.

- To be an effective advocate and ambassador for the EHRC.

- To build and develop an effective Board.

- To hold the Chief Executive to account for the EHRC’s effective delivery against its three-year strategic plan and annual business plan.

10) Further information on the person specification and the specific qualities and skills sought are contained in the advert for this post attached. A copy of the recruitment timetable is also attached.

11) The post of EHRC Chair was advertised on the Cabinet Office website from 22 October, the usual place for advertising public appointments across Government. In addition, the advertisement was circulated to over 340 individuals and organisations on the stakeholder list maintained by GEO. The advertised deadline was 5.00pm on 30 November. However, with the permission of the Secretary of State, the deadline was extended by a further two weeks to 5.00pm on 14 December. This was done principally in order to increase the number of applications from diverse backgrounds.
**Numbers applying**

12) GEO received 28 applications for the post.

**Interview Panel**

13) Each application was considered in detail by the recruitment selection panel, chaired by John Knight, an assessor appointed by the Office of the Commissioner for Public Appointments (OCPA). Other panel members were Lord (Chris) Holmes, the EHRC Disability Commissioner, Nazo Moosa (as the independent member) and Paul Kissack, Director General, DfE.

**Background on field of applications**

14) Diversity of field

A breakdown of the diversity of the applicant field can be seen in the table below.

<table>
<thead>
<tr>
<th>Candidates</th>
<th>Number of applicants overall</th>
<th>Number in Longlist</th>
<th>Number in Shortlist</th>
<th>Number of appointable candidates</th>
</tr>
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<tbody>
<tr>
<td>Candidates</td>
<td>28</td>
<td>-</td>
<td>4*</td>
<td>3</td>
</tr>
<tr>
<td>Diversity monitoring questionnaires returned</td>
<td>25</td>
<td>-</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Male</td>
<td>13</td>
<td>-</td>
<td>2</td>
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<td>Female</td>
<td>12</td>
<td>-</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Chosen not to declare gender</td>
<td>3</td>
<td>-</td>
<td>nil</td>
<td>nil</td>
</tr>
<tr>
<td>Black, Asian and Minority Ethnic background</td>
<td>7</td>
<td>-</td>
<td>nil</td>
<td>nil</td>
</tr>
<tr>
<td>Declared disability (diversity questionnaire or Interview Access Scheme form)*</td>
<td>2</td>
<td>-</td>
<td>nil</td>
<td>nil</td>
</tr>
</tbody>
</table>

*5 candidates were shortlisted – one subsequently withdrew

**Shortlisting process**

15) All applications were first reviewed by a Departmental longlisting panel led by David Ware from the GEO, and which included a senior DfE Human Resources (HR) official. The longlisting panel graded the applications as: A (recommended); B (Not sure) or C (Not suitable). This information was provided to the full recruitment selection panel, chaired by John Knight. This panel met in person on 15 January 2016 to consider the 28 applications. In addition, the panel pack had each candidate’s pen picture, CV and supporting statement giving evidence and examples of their ability to meet the criteria for the role. After careful consideration a shortlist of five candidates was agreed to be invited to interview. One candidate subsequently withdrew.
Final Interviews

16) Panel interviews were held on 12 February 2016. Questions broadly covered the essential criteria together with the Principles of Public Life. Candidates were also asked specific questions arising out of the panel’s discussions at shortlisting stage.

17) Candidates were asked to give a five minute verbal presentation on the subject of:

*If appointed, what would the EHRC have achieved after 5 years under your leadership and what would you have personally contributed to this?*

Number deemed appointable

18) Of the four candidates interviewed for the role of EHRC Chair, three were considered appointable.
Appendix 4: Letter from Rt Hon Nicky Morgan MP to the two Committee Chairs announcing the Government’s preferred candidate

APPOINTMENT OF NEW CHAIR OF THE EQUALITY AND HUMAN RIGHTS COMMISSION

I am writing with an update on the EHRC Chair recruitment, further to the letter Caroline Dinenage sent you on 15 October about the pre-appointment scrutiny hearing for the new Chair of the Equality and Human Rights Commission (EHRC).

The selection panel carried out the recruitment process in accordance with the Code of Practice for Ministerial Appointments to Public Bodies. Following interviews which took place on 12 February, the panel recommended three candidates who they considered had met the selection criteria.

Before making my decision I met all three candidates on 9 March and I have now chosen David Isaac as my preferred candidate to be Chair of the EHRC. Mr Isaac will therefore progress to the pre-appointment scrutiny stage. I am attaching his CV for your information. Mr Isaac has been informed and is aware that he will need to appear before a joint hearing of your Committee, and the Joint Committee on Human Rights for pre-appointment scrutiny on Wednesday 23 March at 3.15pm.

My officials in the Government Equalities Office will liaise with the Committee Clerks to ensure that you have everything you need in time before the hearing.

I look forward to receiving your report following the scrutiny session, which I understand is likely to be sent to me on the morning of Tuesday 29 March. I am grateful for the help of the Committee in making such timely arrangements for this hearing.

I have written to the Rt. Hon. Harriet Harman MP, Chair of the Joint Committee on Human Rights, in similar terms.

The Rt Hon Nicky Morgan MP, Minister for Women & Equalities

14 March 2016
Appendix 5: David Isaac’s CV and Declaration of Interests

Curriculum Vitae of David Isaac

Full name: David ISAAC
Nationality: British

Profile: A Senior Partner in an International Law firm based in London advising on complex commercial projects for international and major UK clients. He is Chair of Modern Art Oxford, a Director of the Big Lottery Fund, a trustee of the Human Dignity Trust and of 14–18 Now. He is also involved in driving diversity in the City of London. Until 2012, he was Chair of Stonewall, a post he held for nearly ten years, where he led the charity to deliver major legislative and social change in the UK. Until it spent out, David was a Director of the Diana Princess of Wales Memorial Fund which made grants of over £120 million to support various charitable causes. He was also a founder trustee of British Future. He has a strong reputation in both the legal and equality fields, a track record of chairing complex and high profile organisations and for delivering change management programmes by using his diplomatic and consensus building skills. He is about to embark on a portfolio career.

Professional: Senior Equity Partner at Pinsent Masons LLP

David is a senior equity partner at International law firm, Pinsent Masons. He is Head of the firm’s Advanced Manufacturing and Technology sector and sits on the firm’s International Operating Board. He also advises international PLC and UK central Government departments on their complex commercial transactions and distressed contracts. Recent transactions include significant projects for BP, TfL, BP and DWP. He also worked with the Cabinet Office to deliver £2bn of savings from HMG’s major suppliers. He has established advocacy and negotiation skills and deals regularly with senior board representatives in both the public and private sectors, including at Ministerial level with HMG clients. He is recognised by the Legal 500 as a “Leading Individual”. He also chairs the firm’s D&I Group. He delivers a “very good balance of legal advice with an understanding of the commercial imperatives we have to consider” (Chambers Directory 2015).

Trustee Responsibilities:

David sits on a number of charitable and not for profit boards. As a Chair and Trustee, he has been directly involved in a wide range of strategic, funding, governance and change management issues. He has established lobbying and influencing skills with parliamentarians and other key stakeholders.

Board member of Stonewall (1998 to December 2012) and Chair of Stonewall (2003 to December 2012)

Stonewall is the leading human rights charity promoting the rights of lesbians, gay men, bi-sexuals and transsexuals in the UK. Under his Chairmanship, the charity
successfully lobbied to secure major legislative change, including the abolition of section 28, the introduction of civil partnerships and gay marriage. He was personally involved in the development of Stonewall’s legislative strategy, lobbying parliamentarians and other opinion formers, applying for the lobby group’s charitable status and leading the organisation through a period of major change. The latter included refreshing the board and dealing with a wide range of strategic, fundraising and charity law issues.

**Steering group member of Audacity in the City (2014 to date)**

David was part of the steering committee which worked with Dame Fiona Woolf, (the former Lord Mayor of London), to encourage businesses in the City of London to commit to increased diversity in the workplace.

**Board member of Modern Art Oxford (1997 to date) and Chair of Modern Art Oxford (2000 to date)**

Modern Art Oxford is an international gallery promoting contemporary visual art. David leads the board’s approach to the strategic and funding issues for the gallery and manages the CEO. He is currently spearheading the £5.5 million refurbishment of the gallery. He is involved in influencing funders and other stakeholders to support the gallery. He is also co-chair of the national galleries Chairs’ group which advocates for the role of visual arts galleries outside London.

**Director of the Big Lottery (2014 to date)**

David is a general member of the Big Lottery Board which distributes over £700 million each year of 40% of all money raised for good causes by the National Lottery. He sits on the Remuneration Committee. He has real insight into how an NDPB is run and the issues that arise including in relation to Scotland, Wales and Northern Ireland.

**Trustee of the Human Dignity Trust (2014 to date)**

The Human Dignity Trust seeks to decriminalise private and consenting sexual activity for lesbians, gay and bisexual people by bringing test cases in countries where homosexuality is criminalized. The Trust works with local lawyers and UK City law firms to provide in country support for such challenges. It works in over thirty countries around the world.

**Trustee of 14–18 Now (2015 to date)**

14–18 Now is the UK’s cultural response to the commemoration of the First World War. It was responsible for the Poppies at the Tower of London and leads on various other artistic responses to the war until 2018. David chairs the charity’s development group and is leading on its fundraising initiatives.

**Trustee of The Diana, Princess of Wales Memorial Fund (2005 to April 2013)**

David was a Trustee of the Diana Fund until it spent out in 2013. He was involved in providing strategic and legal advice to the Fund and chaired the Fund’s palliative care
advisory group. He was actively involved in distributing over £120 million. Working with the Chair and the Treasurer, he led on the spend-out of the Fund and its transfer to the Princes' Trust.

**Trustee of British Future (2012 to 2014)**

One of the initiatives of the Diana Fund was to support the establishment of British Future, a non-partisan think tank that aims to examine English identity, integration and migration issues. David was one of the founder trustees.

**Member of the Court of Oxford Brookes University (2009 to date)**

**Education:**

- King Henry VIII Grammar School, Abergavenny.
- Trinity Hall, Cambridge.
- College of Law, Guildford
- Wolfson College, Oxford

**Interests:**

- The arts, swimming, walking, bee-keeping.

**Professional memberships:**

- The Law Society; Fellow of the Royal Society of Arts.

**Honours/Awards:**

- CBE for equality and diversity 2011
- Ranked number 29 in the FT OUTstanding Business Leaders Top 100 List 2015
- The Lawyer's LGBT and Diversity Role Model 2015

**Annex A: EHRC Chair - Potential Conflicts of Interest**

Please provide details below of any business or other interests or any personal connections which, if you are appointed, could be misconstrued or cause embarrassment to the Department for Education or the Equality and Human Rights Commission (EHRC).

Any particular conflicts of interest detailed here will not prevent you going forward to interview but may, if appropriate, be explored with you during your interview to establish how you would address the issue(s) should you be successful in your application.
Name of applicant: David Isaac

Response: I do not believe that I have any actual conflicts of interest although as they operate in the UK equalities field, I would declare my previous Chairing role at Stonewall and my current trusteeship of the Human Dignity Trust. If appointed I would be happy to discuss whether or not I should consider my position with the latter charity.
Appendix 6: Mr Isaac’s supporting statement

Supporting statement for application for Chair of EHRC

I believe I have the necessary skills and experience to act as Chair of the EHRC. In response to your requirements I would identify the following relevant skills:

1. **Commitment to equality**

   As a person whose life has been transformed by equality legislation and as a lawyer, I am hugely committed to equality and human rights. In the LGBT context, I was directly involved in devising and delivering legal equality in my role as Chair of Stonewall. I am now involved in promoting other equality strands in the legal profession, the City of London and in my own work place - especially gender, race and social mobility. I do this by acting as a role model, senior influencer and advocate. I also promote international LGBT legal equality as a trustee of the Human Dignity Trust where I am involved in both strategy and governance as well as discussions with the other organisations e.g. FCO (eg briefing Heads of Government for CHOGM). As a lawyer, I believe in the importance of the law as a tool to protect and advance equality. I see the role of the EHRC as vital in this process.

2. **A strong and strategic leader**

   Both as a senior lawyer in the City of London and as a prominent chair and trustee of a number of complex and high profile NGOs and NDPBs, I act as a strong and strategic leader by setting clear and ambitious direction. Delivering these objectives requires close executive and board cooperation, the support of staff and real direction from the Chair. Where possible, I believe in the importance of building alliances with partner organisations although I accept that where this cannot easily be achieved strong leadership will sometimes demand that tough decisions must be taken. I have been well regarded in all of my chairing roles and have been praised for my ambassadorial skills. My leadership style is described as “bold, innovative and collaborative - but firm”. This would also be my approach to working with the CEO.

3. **Enhancing the reputation of the EHRC**

   I have worked in the equalities sector for over twenty five years. During this time, I witnessed the creation of the EHRC, supported its objectives and celebrated its successes. I am, however, aware of its perceived shortfalls. I do believe that the EHRC plays an important role in the UK but (as recognised in its current 2016–19 strategy) the organisation needs to re-focus its mission by concentrating on strategic interventions, regulatory activities and the promotion of best practice. This will necessitate some external re-positioning as well as internal reform - especially in relation to reducing bureaucracy and costs. With an increasingly diverse population, a climate of spending cuts, anxiety about global security and migration and a possible new British Bill of Human Rights, strong leadership is essential to protect and further advance equality and human rights. Your agenda for improved capability is already under way but I believe there is still work to be done to
achieve maximum impact for the EHRC. Delivering this agenda will undoubtedly require strong decision-making, including in relation to improved financial controls and, perhaps, reducing staff numbers. My involvement in the transformation of Stonewall, The Diana Fund, the Big Lottery and my work with the Cabinet Office does, I believe, give me the relevant skills to oversee the delivery of these objectives.

Your strategy also requires the work of the EHRC to be further embedded in the public sector but also places emphasis on engagement with business. I understand the public sector as a result of many years of working with central Government, but from my work in the City and involvement in the Stonewall Diversity Champions programme, I also bring a track record of promoting the business case for diversity and of creating close partnerships with corporates.

**4. Judgment, integrity, resilience in the face of challenge**

As a well respected senior lawyer, I have a track record of advising on complex legal, commercial and politically sensitive transactions. All of these matters require sound judgment, strong nerve, integrity and resilience. As I regularly act in complex adversarial matters I am also used to challenge and robust argument.

These skills are also important in my NGO roles - especially those that involved communications with parliamentarians and opponents of equality in the early days of working to introduce LGBT legal reform. At that time we faced huge opposition but a combination of successful legal challenges, the advancement of sound argument and the ability to build coalitions delivered successful outcomes. I would endeavour to approach the EHRC bearing in mind these lessons learned.

**6. Experience of running an effective board**

I am a seasoned chair of NGOs, legal meetings and negotiations and have a record of running highly effective boards. Feedback for my chairing skills is always very positive, including in situations where I have been required to review governance to improve board efficacy. In a number of cases this has included the removal of some board members - which I have managed with delicacy. As a result of this experience, I lecture (eg to the Association of Chairs) on effective chairing. My style in board meetings is open and inclusive - but firm.

I believe that the EHRC is at an important point in its history and am confident that my skills and experience would be helpful to secure its future. I would also relish the challenge.

*David Isaac, November 2015*
Formal Minutes

Tuesday 3 May 2016

Members present:

Mrs Maria Miller, in the Chair

Ruth Cadbury               Ben Howlett
Maria Caulfield            Jess Phillips
Mrs Flick Drummond

Draft Report (Appointment of the Chair of the Equality and Human Rights Commission), proposed by the Chair, brought up and read.

Ordered, That the draft Report be read a second time, paragraph by paragraph.

Paragraphs 1 to 33 read and agreed to.

Papers were appended to the Report as Appendices 1 to 6.

Resolved, That the Report be the Third Report of the Committee to the House.

Ordered, That the Chair make the Report to the House.

Ordered, That embargoed copies of the Report be made available (Standing Order No. 134).

The following written evidence was ordered to be reported to the House for publication:

Letter of 26 April from Education Secretary and Minister for Women and Equalities, Nicky Morgan

Letter of 26 April from David Isaac

[Adjourned till Tuesday 10 May at 9.45am]
Witness

The following witnesses gave evidence. Transcripts can be viewed on the inquiry publications page of the Committee’s website.

Wednesday 23 March 2016

David Isaac, the Government’s preferred candidate for the post of Chair of the Equality and Human Rights Commission

Question number

1–21
Published written evidence

The following written evidence was received and can be viewed on the inquiry page of the Committee’s website. PAH numbers are generated by the evidence processing system and so may not be complete.

1 Friends, Families And Travellers (PAH0001)
List of Reports from the Committee during the current Parliament

All publications from the Committee are available on the publications page of the Committee’s website.

Session 2015–16

<table>
<thead>
<tr>
<th>First Report</th>
<th>Transgender Equality</th>
<th>HC 390</th>
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<tbody>
<tr>
<td>Second Report</td>
<td>Gender Pay Gap</td>
<td>HC 584</td>
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