

## **TF: WHAT WOULD YOU SAY IS THE SINGLE PROUDEST MOMENT OF YOUR CAREER?**

EM: It's very difficult to pick just one. I am extremely proud of the Children's Trust in Bradford and the difference it's making for children and young people in the area with the incredible staff who work in the organisation. As an executive, without doubt I would say that my greatest pride was in the entire staff of the ESFA and the way in which they responded to the challenges of the pandemic – they were simply exceptional.

## **TF: HOW WILL YOU KNOW WHEN IT'S THE RIGHT TIME TO RETIRE?**

EM: I aspire to slowly phase myself out of work, that's what the logical part of my brain tells me will happen. At the moment my desire to work with public services to solve problems remains undiminished and I am not ready to start the phasing out any time soon. It does demand an enormous amount of time and energy from you, so it is wise to consider how to retreat from this as there are so many other things in life to enjoy.