

UCEM in conversation with... Roy Albert

Andrew Belt: Welcome to the seventh episode of our UCEM in conversation with... podcast where I am joined by Roy Albert. Hi Roy.

Roy Albert: Hi, Andrew. How are you?

AB: Not too bad, thank you. So, Roy is a Lead Surveyor at the Valuation Office Agency and studied on UCEM's Chartered Surveyor apprenticeship on the Real Estate Management pathway.

We are recording at the tail-end of National Apprenticeship Week, so the apprenticeship seems a suitable place to start. How did you come across our apprenticeship?

RA: So, I work for the Valuation Office Agency and I'm based in Bristol. Prior to taking up the apprenticeship programme, I was a part of the valuation pathway doing the valuation NVQ so I was always looking out for an opportunity to get me to that level of valuation.

There was a call for expressions of interest on the Valuation Office Agency's intranet that brought me to the apprenticeship programme. So, basically, the Valuation Office advertised for interest in taking up the apprenticeship programme, and I immediately declared my interest.

AB: Great stuff. And then you became an apprentice. Why did you decide to study with us?

RA: Well, I needed the accredited degree which I didn't have, and I was waiting for the opportunity to find some sort of pathway to become a chartered surveyor.

In respect of studying at UCEM, I had feedback from others who studied with yourselves, who said how flexible it could be in terms of an apprenticeship programme whereby you work and study at the same time whilst having a family life. So, the feedback was great in respect of what is on offer, how you get looked after, the amount of tutors, the webinars that you have at UCEM, and all that brought me to the conclusion that this is the way forward. Apart from that, it was also that UCEM works closely with the Valuation Office so that made the transition even easier.

AB: Good stuff. Glad to hear that there were positive reviews before you began studying with us. Now that you've been through that process, how did you find the apprenticeship?

RA: I would say it was very difficult for me personally. I was doing the degree, then two years into the degree, I started the APC to become a chartered surveyor. You've got family life. You've got your work. You've got targets to meet at work. Trying to juggle everything at the same time, I always say it's about self-motivation; you need to be self-driven.

You need to have that drive about you. Procrastination will kind of settle in. You end up watching YouTube videos of stuff that's totally irrelevant to your studies and what gets you through is that commitment. You need that to be there and throughout the apprenticeship.

You don't necessarily need it at the start. You kind of grow in into it, but, as soon as you get into the latter part of it, you need to be committed and you need to be self-driven to get you to the end line.

AB: Okay. And it's four days of practical work with your employer and then one day studying. That tends to be the routine for our apprenticeships.

We, of course, deliver our learning online. So, had you ever studied online before?

RA: I did a computing online distance learning course a few years ago, but it wasn't as extensive as the apprenticeship programme.

AB: And how did you find our online learning?

RA: It improved with time. We had a lot of learning materials and the feedback at the end of the first semester was: can we introduce another medium? For example, videos or podcasts and that came into effect. I found this very useful because, instead of being in front of a screen and reading, you can actually be sat in your car listening to a podcast and then get home and watch a video.

So, having a combination of different media was a very effective method that was introduced by UCEM which works well for me.

AB: I'm glad to hear that it worked well for you. We have quite a large online education department and one of the focuses they work on is ensuring that the learning is varied. There's no getting away from the reading - that's always there, it's a fundamental when studying anything - but, where possible and where appropriate, bringing in other media breaks up the monotony of just reading. And you felt that as you progressed, you became more comfortable with it?

RA: Yes, I did.

AB: Okay. And, having been through it, would you recommend the apprenticeship route to others?

RA: 100%. On completion of my apprenticeship programme, I have used various social media platforms to speak of my journey to advise people about the apprenticeship route.

It's not an easy one for everybody, however, with support and a commitment to yourself and a driven attitude, it's something that's very possible. And if I can do it, anybody else can. So I would 100% recommend that route.

AB: Great stuff. And, congratulations on completing the apprenticeship!

You mentioned earlier that there's a lot of self-motivation involved to complete it and that is the case for any of our students with online learning. So, the support we offer and the support from your employer is key.

How did you find the support, both from the VOA and UCEM?

RA: So, I started my degree in 2015 and, in November, 2016, while playing football, I felt a bit ill and it transpired that I had almost gone into cardiac arrest. I'd been playing sports for a very long time and I had no issues whatsoever so that was a shock to the system.

I was hospitalized for a few weeks and the support I got from not just from the Valuation Office, but from UCEM was absolutely fantastic. The options were given to me, and not once did I feel pressurised to choose one. I felt that whatever support I needed at that particular time would have been given to me, irrespective of what stage of my studies I was at.

I had a pending assignment due whilst in hospital and I was told categorically that this would not affect my assignment whatsoever if I decided to defer. So, in terms of trying to decide what was best for me at that time, whatever the decision I made wasn't based on any pressured option that was given to me either by the Valuation Office or UCEM.

The support I received made me decide that I needed to carry on instead of deferring. That decision was based on knowing if anything happened whilst I took the decision to carry on, I felt that I'd have the support of both the Valuation Office and UCEM.

AB: How long were you in hospital for?

RA: I was in the hospital for about 2-3 weeks because I had to have an operation. I did my assignment from my hospital bed. I didn't do very well, but well enough to pass.

I was told by UCEM that I didn't have to do the assignment. It was my decision to do so. One of the feedback comments on my assignment was that they thought I did well considering my situation. So, looking back at this, I think the support that was given to me was instrumental in respect of the result that I got in the end.

AB: And are you back to full fitness again? Have you been able to play football?

RA: Yes. I hope the doctors aren't listening, but I did go back to playing football, not immediately after, but I still had my plasters on and I went back because it's something that I love doing. I went back to it as soon as I felt I could walk, basically.

AB: I'm glad you're feeling healthy again.

So, going further back, what made you want to work within real estate?

RA: I'm from a small Caribbean island called Dominica and we don't have as many building regulations because we're a very small island. My interest really came from British architecture, particularly the Queen's palace.

I just loved buildings like that and have always had an interest in it. When I moved to England, I accidentally fell into real estate. I was an administrative officer working for the Rent Service and a position came up to become a rent officer, whereby you calculate rental values for tenants in receipt of housing benefit.

Looking at where I came from to where I was at that time, it kind of made me realise how big my role was. I come from a small island, and here I am setting rental values for a locality like Bristol or Gloucester or Swindon.

From there, I became more interested in being involved in real estate itself. I just felt I could make a difference. I enjoyed what I was doing, and I knew whatever I did would have an impact either way.

So, I just wanted to enhance that knowledge and understanding further.

AB: You mentioned there are more opportunities within real estate over here in the UK. Is that why you decided to settle over here? Or were you intending to move back at some point?

RA: Well, I intended to move back in my early years. People say you should live where you want to holiday or where you want to have a vacation. The Caribbean islands are always warm, always tropical - it's great, but living in England and working in real estate and being involved in looking at the wider built environment, the kind of impact someone like myself can have in terms of my job role, I felt that being in the UK is the best place to explore as much as possible within the built environment. So, that persuaded me to stay here and make a difference.

AB: And it's clearly a place you're happy to be because I see that you've worked for the VOA for 16 years, according to your LinkedIn profile. So, how would you look back on your career with the VOA?

RA: As I said, I moved from the Rent Service to the VOA – a government agency. So, we became one agency and when I look back, a lot of what I have achieved was based on encouragement from my managers, it was based on a lot of opportunities that I always took. As soon as something was advertised, if it was relevant to what I wanted to achieve, I would mention this to the VOA. We have what we call a people survey in terms of what's going well and what could be done better.

It came to a point where on that survey, I said I'd benefit from more learning and this has happened. It's been great. They have a very good structure in terms of what is said in the survey and the result in terms of the action taken. So, the organisation tries to help individuals enhance their knowledge and take advantage of learning opportunities.

Apart from the encouragement from my line managers and, the Agency, we all know the opportunities might be there, but it's all about taking them. I think the opportunities have always been there for me personally, and I think that's been a highlight of my career.

AB: It sounds like you've been given the opportunity to progress which is great. Am I correct in saying you've held four different roles with the VOA?

RA: Yes. So, when we moved across, I was a rent officer, then I went to non-domestic ratings looking at business rates. Then I was part of the DV services, which is split into two groups - you do statutory valuations and you do property services, so I've had some well-rounded experience. I'd probably not say an expert knowledge because some of it was part of my rotation in becoming chartered, but I've been fluid with the Valuation Office and, again, it's another opportunity afforded to ourselves to be able to be more competent before doing the APC.

AB: And now you're working as a lead surveyor. So, what do you enjoy about working as a surveyor?

RA: So, at the moment I'm part of the 'check, challenge, appeal' team, which is the new way of doing appeals on a non-domestic rating. What I enjoy the most is that each case is different so you get a good knowledge and understanding of the market and how it works in a particular area.

And it takes you around the country. It takes you to different types of properties and offices. Apart from that, the Valuation Office is very much about teamwork in that you get the support that you require.

If, for example, you're struggling on one aspect of your work, there's always somebody with more expertise in what you're doing who you can call upon and even working from home, there's always somebody on the other end of the line to get me through that. So, I'm enjoying what I'm doing now.

AB: Great stuff. So, you've talked about the things you enjoy there, the variety of the role, and the teamwork as well, but what would you say are the main challenges?

RA: I think the main challenge here is getting to grips with the 'check, challenge, appeal' process as it's new.

Once you've completed the check stage, you've got a certain amount of time to get to the challenge stage. And then, once we deal with that, we need to add different remarks on your valuation.

Sometimes, you forget one part of it and, for me, the biggest challenge is trying to get to grips with the whole process itself. We have an avalanche of challenges coming our way and you have to work out which one to deal with first.

I think getting to grips with that will come with experience and being in my role for longer.

AB: Great. Is this something you wish to continue in for many years?

RA: For me, I always wanted to have a really well-rounded knowledge of valuation.

Going forward, I like the 'check, challenge, appeal' process. I like being able to negotiate agreements with agents and taxpayers. I like investigating things. How did we come to that valuation? What do we need to take into account? Every challenge which comes my way is an open canvas and you ask: right, what do we have here?

Our role is maintaining a fair and accurate rating list. It's about getting the information from the written agent or from the taxpayer, going through it and determining whether or not the writable value or the tax that this rate pays is fair and accurate.

I find that part of the work really interesting.

AB: So, you enjoy the problem-solving aspect of your work. We've run through your apprenticeship and your work with the VOA, but you're also involved with the RICS.

As you will know, our courses are accredited by the Royal Institution of Chartered Surveyors, or RICS as they are more commonly known within the sector. As the foremost professional body promoting international standards in surveying, the accreditation by the RICS is essential for us in ensuring our courses sync with the realities of the built environment professions we equip our students to succeed in.

It is with the RICS, that our successful students, like yourself, take on the assessment of professional competence, or APC, which leads to chartered status.

So, for anyone listening who is interested in a career in surveying but doesn't know much about the APC. What is it?

RA: The APC is the assessment of professional competence.

Being a surveyor, be it a building surveyor, quantity surveyor, valuation surveyor, it's not about just a few critical parts of the profession, it's not just about the books - it's about your experience. There are competencies at level 1, level 2 and level 3.

Level 1 is just having knowledge of what you do. So, for example, the competency for valuation is a knowledge of what the five methods of valuation are and defining them. Level 2 is being able to apply these levels of valuation to your day-to-day role. For example, valuing a property by looking at comparable information and coming to the conclusion that this property is worth X amount. Level 3 is about advising your recommendation.

So, it's about your competency over three different levels, particularly level 3 where you're advising and, most often as a graduate or an apprentice, you would get a peer review while doing the valuation.

The peer review involves calling a senior colleague to ask if they are happy with your valuation and you get feedback as to whether or not you could probably enhance your report or add something else. I think the most important part of this is all about due diligence.

We've always been told that the end result is about whether or not, as a surveyor, you're a safe pair of hands. Will you be able to deliver something with due diligence, taking into account all aspects of competency? And so that's what the APC is about, getting you to that point where you not just know about it, but you can do it and you can advise others on what you did.

AB: And then in terms of the practicalities of that, there's an interview element, I believe. How did you find the experience of gaining your APC?

RA: I was part of the first cohort to sit my APC online. Normally, after two years' experience in your new job role, you'd be invited to an interview where you go to a venue and you have an hour to answer questions.

For the first part of it, you would deliver a presentation of any case study that you have been involved with in the last two years. You'd then be asked questions based on your presentation. You have 10 minutes for the presentation and the assessors have 10 minutes to ask you questions on it.

After that, you have 25 minutes where the panel ask question on all aspects of your submission work. Your submission work is anything you've done in that two years relating to technical competency, so this allows you to share your experiences.

You then you have the ethics part too, with questions asked by the chairman to examine how ethical you can be in your job role, and that brings you to a full hour of interviews.

Once that interview is over, you get a result as to whether or not you were successful, which is a pass or a deferral. A deferral is simply saying that we just need you to work on this to get you to the next step whereby you'd have another interview.

AB: So, how did you find it when you were going through that?

RA: It seems very nerve-wracking. It's [valuation] supposed to be one of the hardest pathways on the APC and I believe that what made me even more nervous is not knowing the questions you're going to get asked. Even if you have a submission and they only ask you questions about your submission, they are leading questions from there and you can't know everything.

Knowing that you've done four years of studies and two years of practical work for it only to come down to one hour to determine whether or not you're a successful member of the RICS is very nerve-wracking.

Because of the pandemic, we had to do it online and in my mind, I was thinking: 'I hope there's no IT failure.' What got me through it was a good networking technique in terms of being part of WhatsApp groups, getting involved with RICS Matrics, and LinkedIn groups.

So it got me thinking of all the people at different stages of their career as well, be it those how are about to sit the APC, and have already sat the APC, so I got some knowledge and understanding from them both on a technical basis and of their experiences as to how they found it when they did it.

So, to go through all of that, I think it's very important to be part of networking groups, because then you get that kind of feedback from other people as to how things should be going.

AB: At the end of your hour, did you feel confident that you had passed?

RA: Not at all! On average, you get just over 70 questions in an hour which is a lot. Sometimes one question leads to another and, for me, once my hour was over I tried to think back on the questions that were asked and it all becomes a blur.

As soon as you remember a question, you start thinking: 'I think I gave the wrong answer to that', or: 'I could have answered that better'. But it's not a quiz, it's about knowing you're a safe pair of hands by the end of the interview.

I was convinced that I got referred on the basis that I think I answered all the questions. I must have given some wrong answers in there. At that point in time, immediately after the interview, I think I rang about five or 10 people trying to determine how this works.

I really wasn't expecting good news, and I think it's normal to feel that way. After every interview you convince yourself that you've been referred.

AB: How long was the wait then to find out whether you had passed?

RA: It's exactly a week, which is great.

AB: So how was that week? Were you able to take your mind off it?

RA: It's almost impossible to do so. I spent four years focusing on one thing after the next. At university, you're focusing on your assignments and exams, and then you come to the APC to focus on trying to get your diary done. And then you come to the last point to prepare for your APC. After all this is done, you need to revise for an interview. After this, you try to relax, but you really can't relax.

Because of the pandemic, there wasn't much to take my mind off things. I think you can just say to yourself: 'did you do the best you can?' and if the answer is yes, you just have to wait out that week for your result. It's a matter of accepting that you've done the best you can.

AB: When did you take your APC? You refer to having done it during the pandemic.

RA: I did it in May.

AB: So at that point we were still in our first lockdown. How did you find out the good news?

RA: I kept refreshing my computer that morning, making sure I didn't miss the news. Then I got a phone call from another candidate who had taken his APC. He asked if I had got the news, and I said: 'no, I'm still waiting'.

While I was on the phone with that other candidate, I refreshed my phone and the first word I saw was 'congratulations'.

And the feeling is something I will never forget. You dedicate a lot of time to this, from university study to the APC preparation and everything else is less of a priority: your social life, your family life and, to a certain extent, your working life.

When you allocate four days a week working and one day for study leave, during those four days you still spend time on your assignments and revision. It's a lot of commitment.

Immediately afterwards I missed being busy all the time. I felt like it can't be right that I've got nothing to do.

AB: That is something I've heard other students say when they've completed their studies, but you suddenly gain that free time back and you have to re-orient yourself.

So how did you celebrate?

RA: It was hard because we couldn't go out. Normally, the RICS would invite you to an event, which we couldn't have so I just bought myself a bottle of Captain Morgan's [rum] and had a good Saturday, which is the best I could have under the circumstances. Hopefully, once all this is over I can celebrate properly with friends, some of whom took the APC at the same time.

AB: So now you're an RICS APC assessor. How did this opportunity come about?

RA: I found out about this opportunity through networking. The day before your APC interview, you're contacted by the RICS to have a run through, to make sure your equipment's working and everything is ready for the next day. And I had a few issues with mine. Fortunately, two people from the RICS helped me. They stayed online with me, and wouldn't leave until everything was working. After my interview, I left feedback to say how good it was that they made sure that everything was working properly. And based on that, my network grew within the RICS.

I was contacted about how it feels to be part of the first cohort to complete the APC online so I gave them some feedback. I was then asked how I would feel about joining a charity [LionHeart]. Through LinkedIn I have met with other members of the RICS.

I always try to help people as much as I can to the best of my ability. After passing my APC interview, I got a lot of emails from different people asking me what the experience was like. They weren't all technical questions. Based on that experience, I found that it was nice to impart what I've learned onto others.

It gave me that drive to go even further. When I was asked whether or not I would be interested in becoming an assessor, I said: 'yes, it would be a great opportunity to give back to the RICS'. It was an easy decision for me because I do like helping people both at the Valuation Office and those from external private companies.

AB: You mentioned LionHeart, which is the charity for RICS professionals, and you're an ambassador for them. What does this role entail?

RA: LionHeart is the only charity specifically for RICS professionals and their families. They've been in existence for over 120 years now.

They offer personal flexible support in overcoming unexpected challenges in your life. In my role, I try to encourage people taking the APC, whether or not you were referred or you're preparing to sit your interview, I try to help people along.

As I said, sometimes it's not a technical query. The questions are about the emotions you go through revising or sitting the interview; how do you prepare yourself? I also aim to raise awareness of LionHeart and what they do.

Their services include work-related support, mental health at work, unemployment and redundancy, health and wellbeing – be it physical health or mental health, financial help, grants, benefit advice or legal help. A lot of RICS professionals are not aware of LionHeart.

AB: If you're listening and you're an RICS professional, then do check it out. So, by coming on the podcast and raising awareness of LionHeart, you're doing your job in that respect.

It's good that you're continuing with lots of extra-curricular activities away from your work, since finishing your studies.

Just before you go, we like to end with a couple of quick-fire questions.

You mentioned networking via Property Elite as well - another networking community. You're a very busy person, but when you have downtime, what do you like doing?

RA: Normally I'd be playing football or basketball. Right now, I go to the basketball court in my free time to exercise and shoot some hoops and spend some time with my kids. I like Netflix, watching period films, so that's currently my thing in my downtime.

AB: You've mentioned basketball, you've mentioned Netflix, so I presume you've seen The Last Dance [documentary about the Chicago Bulls basketball franchise in the 1990s]?

RA: Oh, yes. You've got to watch that.

AB: It was good timing, I think that it came along during lockdown and it was very motivational. If anyone listening hasn't seen that, and wants some motivation, give that a go.

I absolutely loved it. It makes you want to put on your trainers and find your local court.

RA: It was very motivational, definitely.

AB: With all the things you do, what's your best piece of advice for managing your time?

RA: For me, I used to be a bit hopeless with doing that but now I'm in a part of my life where I'm very committed to different aspects of the profession. Managing my time is very important now for me. Being part of LionHeart, being an assessor, we need to stay up to date with the RICS and the news and whatever is affecting the sector.

My best advice is that you need to plan. I was terrible at planning. From my day-to-day, I would have a to-do list. I get quite a lot of emails, people asking: 'can you help me with this or that?'

You want to help everyone the best way you can, so it's about saying: 'I don't have enough time', instead of promising somebody I do and then not being able to help. I think the best way for me is to put everything on paper. I now have a big whiteboard in my office and I write everything on there. Managing my time is more important now than it has ever been.

AB: Planning is very important, and that's a really good piece of advice also about not over-promising and then under-delivering. Definitely some good bits of advice there.

We talked about lockdown, and we're in our third lockdown here in the UK. What has got you through the various lockdowns since March?

RA: As sad as this sounds, my revision has. I started revising towards the end of 2019, and lockdown started in March. It helped me because not commuting to work meant I could finish work earlier and then get down to revision.

It got me through because I was working towards something. It got me to May when I sat my APC. Apart from that, obviously there wasn't much else you can do, being locked up. I went running with some colleagues on a weekly basis, socially distanced. Doing my daily exercise.

Apart from everything else, I think it gives you time to actually be home and spend time with your family. Whilst carrying out my UCEM degree, I spent a lot of time travelling to workshops in London, Birmingham and Exeter. I had to work at different offices to gain experience.

I was spending less time at home, more time on the road and in the office. It's almost a silver lining, whereby lockdown gave me an opportunity to actually spend time at home and rest, catch up on sleep. In those four years I had very little sleep because I was always thinking of something that I should have done, could have done or should be doing.

I think it's also important as well to try to catch up on things that you couldn't do before. Reading, for example, was something I've never been interested in but now I've bought myself a lovely book, *The Ideal You*, and I'm going to read that and see how I could be a more ideal person.

AB: You mentioned your family as well, so that must've been another thing to consider. How many children do you have?

RA: Three kids.

AB: So I suppose managing your time whilst also homeschooling or looking after them must have been a different challenge to travelling around. You're based in Bristol, which is a great city in the west of the country. What do you enjoy most about living there?

RA: I love Bristol. Luckily, I live close to my football club and close to work. The best thing about Bristol is that while you might live in the city, it's such a short drive to the countryside. There's a lot to do in and around Bristol. Being from the Caribbean, I'm pretty used to being part of the greenery.

It's not far for me to drive to the lakes, for example, and go for nice little walk. You're not far from Wales where there are good views. Unfortunately, we can't do a lot now but, generally speaking, living in Bristol, it's a great city, very diverse and there are a lot of activities, and I think that's what makes it great.

AB: That's great. As you mentioned, you're from the Caribbean, so have you traveled around most of the islands around the Caribbean? And, when we can all actually travel abroad again, is there a particular island you would recommend?

RA: I would always recommend that the Commonwealth of Dominica where I was born and raised. I played international cricket for Dominica, and that gave me the opportunity to travel to the islands. The first island I went to was Barbados, which is absolutely fantastic.

I've been to Antigua, Montserrat. All of these islands are not far from each other. They all offer something different. If you're a keen hiker, diver or just want to relax, I would 100% recommend going to Dominica on your holidays.

It's where I grew up. It's great, it's relaxed, there's a low crime rate, if anyone's a bit concerned about that, and a lot of nature, waterfalls and pools. I can't sell it enough! If you look it up, you'll see exactly what I'm talking about. As soon as we can travel, I'll be going back home.

AB: It sounds ideal. I'm sure anyone listening would want to be heading over to the Caribbean once it's possible. You've mentioned relaxation. I think that's what we all need after this.

As you heard there, all you have to do is just play cricket internationally – it's as simple as that! That's quite a claim to fame! You have a real interest in sports and, the skill as well to be playing for a national country. Not many of us can say that.

Finally, I want to ask: what inspires you? Whether it's a book, a person, a quote?

RA: That's a good question. I think my inspiration comes from my upbringing. I would say my mum really does. I looked at her struggles growing up and personally, I wanted to be in a position where I wasn't just helping myself, but able to help my family.

My inspiration comes from looking at how hard they worked just to get me an education. Sometimes we look further afield for inspiration but, for me, mine was closer to home. I'm looking at my career now, and I never imagined in a million years that I would be a chartered surveyor in England. I didn't even know what that was!

I was raised on a small island in an even a smaller village. I always say the population of my country could probably fit in Old Trafford [Manchester United's football stadium]. To compare that to now, being recognised as a chartered surveyor and being part of such a major role.

I always look back and think my inspiration came from my upbringing. The struggles I saw my parents go through just to get me into education. And that will always be my inspiration.

AB: That's great, and very inspiring. It's always a good thing when you ask this question and someone says it's their family who has inspired them. It tells you that you come from a good home, which is great. You want all children to grow up in a good home where you feel inspired and then can go on and achieve all the things you can in your life. So that's brilliant.

I hope you pass this on to your family to listen to. It's been great to chat to you. We discussed many things: your apprenticeship, your work with the VOA, your work with the RICS, your networking activities, and also a few unexpected things. I'm glad to hear that you bounced back from your illness.

We even found out a little bit about Dominica which I had never heard too much about before. This is something we can send to the tourist board in Dominica, and maybe they could use one of the quotes there.

It's been really enjoyable speaking to you. Thank you for your time.

RA: Thanks, Andrew, it's been really good speaking to you as well.

AB: So, if you would like to follow in Roy's footsteps and find out more about our apprenticeships, head to ucem.ac.uk/apprenticeships.

Thanks for listening.