

Thailand Country Plan 2018/19

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1. Summary

Our overriding aim

Our cultural relations offer develops skills and human capital and promotes long-term international partnerships and the exchange of ideas, which contributes to greater shared prosperity. It directly supports the Thailand 4.0 agenda for a high value economy, the UK's Global Britain agenda and the Mission's agenda for deeper engagement with Thailand.

Country impact priorities to 2020

- We will strengthen impact from our three interrelated Country Plan themes which contribute to 'Our Shared Prosperity', as per the East Asia regional plan. The themes are: Raising levels of English; Internationalising Higher Education and Science; and Building a creative economy.
- We will seek to continue our flagship MoE funded Regional English Training centre project transforming English teacher training across Thailand and use it as a platform for a large-scale assessment opportunity, which brings in UK partners.
- We will increase partnership funding to leverage our grant funded projects under programme-based planning, particularly in Arts.
- We will fully embed the Results Evidence Framework (REF) in order to strengthen the communication externally and internally of the impact of our work.

Top risks and assumptions to 2020 to deliver the above priorities

- The Teaching Centre will increase its profitability, especially at the BCLT company level, through current change initiatives and investment bids will be possible in 2019 to support more ambitious growth plans
- Our RETC and other education contracts are heavily dependent on the current Minister of Education staying in post until mid 2019 (as

currently planned)

- The British Council Thailand Foundation is established in early 2018, which reduces tax risks, increases profitability in BC Operations and acts as a vehicle for greater partnership funding
- Change programmes deliver the benefits anticipated and make us more impact led, sustainable, agile and professional.

Platform, capability and/or programme changes for 18/19

- There are ongoing corporate change programmes in all teams.
- On establishment of the Foundation we will review options for simplification of the rest of the company structure and investigate options for Thailand to be one of the regional hubs.
- All GPF projects are now based on programme based planning and the Teaching Centre is exploring exciting new pre-sessional full time study programmes
- Legacy projects were all completed before or during 17/18

2. Portfolio priorities

PRIORITY AREA 1: RAISING LEVELS OF ENGLISH

Outcomes in 2018/19. REF level 3

English: Good English teaching helps people to study and work and to develop careers, confidence and networks.

Testing and Assessment: Students and professionals get internationally recognised UK qualifications for study, life and work.

Link to contextual analysis

The objective of the Thailand 4.0 Strategy is to internationalise, develop skills, nurture creativity and innovation and the digital economy to develop a high value economy and greater social equality. English is an important foundation of this. Current weaknesses in essential English skills among school and university students and professionals have hindered their employability and competitiveness. Young professionals need to develop their English proficiency for better employment prospects. There is a growing need for them to improve and demonstrate their level of English through internationally recognised qualifications. Improving the generally low levels of English teaching in the school and university system with weaknesses across curriculum, materials, teaching methodology and assessment is a high priority government agenda. 66% of teachers of English in Thailand have a CEFR level of English of only A1 or A2 and teach in a very traditional way which does not develop the communication skills of their students. Only 6% have B2 or above. Together with the Ministry of Education, British Council in Thailand introduced the Regional English Training Centres project in 2016 aimed at transforming English teaching in primary and secondary schools. There is a crucial role for the British Council to play, alongside UK partners, to respond to this demand and support the quality teaching and learning of English as well as the demand for internationally recognised qualifications and respond to Ministry interest in reforming English language assessment. The growing institutional acceptance of the importance of English proficiency calls for new models of assessment.

The benefits for Thailand and how these will be evaluated and measured

- **Learners of English achieve their education, career and life goals.**

Improving the English language skills for people in Thailand will create more life opportunities for students and young professionals to access better study and professional opportunity.

The benefits for the UK and how these will be evaluated and measured

- **British Council and UK research and innovation provide evidence of 'what works' in English language teaching and learning and contributes to the development of the English Language profession worldwide**
- **British Council and UK research, innovation and thought**

- **Education system change has a sustainable and positive impact.**
- **Teachers and teacher educators improve their students' learning outcomes.**

The most effective way to increase levels of English of all school students is through large scale, sustained teacher development of in-service teachers and better training on pre-service teachers. The Ministry of Education is committed to this as a flagship project.

- **The careers, education, and personal opportunities of test achievers are enhanced through British Council expertise in testing and assessment.**

There is a growing need for individuals to demonstrate their level of English through internationally recognised qualifications for both work and study and growing institutional acceptance of the importance of new models of assessment. Effective exams provide washback into the teaching process and internationally recognised qualifications provide motivation for students to learn English.

leadership leads theory and practice in language assessment globally.

- **British Council Testing and Assessment work creates partnerships with institutions and companies to deliver long-term reputational and economic benefits for the UK and countries around the world.**

In addition, better English levels are positive for UK organisations working in and with Thailand in all fields. English supports prosperity, helping strengthen UK trade and investment and is a prerequisite for UK higher education and research links. The consultancy firm Brand Finance estimates that the full, long-term economic benefit to the UK through the use of English, in both international trade with English-speaking countries and in the domestic UK economy, is £405 billion. Enhanced English skills bring influence and attraction for the UK. See Populus British Icon Report and Ipsos Mori research in the operating environment section of the quantitative analysis.

Summary of how we will achieve these outcomes (outputs)

- **Regional English Training Centre** project with the ministry of Education with centres in 15 Rajabhat universities, providing training and follow-up support and mentoring for teachers of English and the development of a cadre of master trainers
- **Teaching Centre** courses for adults and young learners; schools and corporate partnerships and possible new pre-sessional courses with UK universities in Thailand.
- Delivery of UK **English language qualifications** – IELTS and Aptis examinations with a target of 27,400 IELTS in 2018/19
- Potential **new assessment project** under development with the Ministry of Education to reform state school English language exams
- Promotion of **English Language courses in the UK** via Study UK International Education Services.

All of the above fully client and customer funded.

PRIORITY AREA 2: INTERNATIONALISING HIGER EDUCATION AND RESEARCH

Outcomes in 2018/19. REF level 3

It is recognised that most outcomes will be achieved over several years.

Main outcome

Higher Education and Science: People in tertiary education and research institutes get access, partnerships, training and collaboration which contribute to more prosperous, sustainable and equitable societies.

Link to contextual analysis

The Thai government has launched a new initiative to move the country towards Thailand 4.0 which is focusing more on a value based economy through innovation, creativity, and digital technology. This presents a major opportunity for growth and development in the Higher Education and Science sector.

Our work in higher education aims to increase student mobility, establish international partnerships in higher education and establish research partnerships. Thailand retained its ranking in the top ten non-EU countries with 6,635 students in HE in 2016 and experienced an annual growth of 1.3%. UK universities continue to see Thailand as a growth market particularly at postgraduate level and with changes in legislation some universities are researching the possibility of the establishment of a branch campus. Transnational education is increasingly being seen as a significant priority institutionally and part of internationalisation strategies which could lead to sustainable collaboration, especially for the research-led universities.

Under science, we support researchers in the UK to collaborate with Thai researchers to address and solve global challenges and to build human capital in research and innovation that is necessary for sustainable, prosperous societies through the Newton Fund. To make research more impactful, it is important for the researchers to be able to demonstrate how science impacts on society. Through our work in science communications (e.g. FameLab) we have combined our expertise in English language and international networks to support researchers to use this skill to bridge the gap between science and society, enhancing equality and diversity in science. This responds directly to the top priorities of successive ministers of science and key institutions over the last two years.

The benefits for Thailand and how these will be evaluated and measured

- **Partnerships, training and collaboration between students, teachers and researchers in the UK and overseas improves their careers and help produce high quality teaching, learning**

The benefits for the UK and how these will be evaluated and measured

- **Students, teachers and researchers in the UK and partner countries have access to partnerships, training and collaborations which develop their careers and produce high quality teaching, learning and research.**

and research.

It will help raise Higher Education quality and improve the reputation of Thai Higher Education Institutions to meet the global standard. Currently only 8 out of 156 universities from Thailand are highly placed in Asian university rankings.

It will help boost scientific research for innovation and competitiveness and attract more people to study science subjects.

Undergraduate and postgraduate study in UK enhances students' career prospects

- **Public engagement activities with partner countries produce deeper engagement between science and wider society, increasing the reputation of the UK Science sector**

Science communications bridges science and wider society, develops researchers' wider skills and encourages more people to study science and inspires a younger generation, helping create a knowledge-based society.

- **Internationalisation and systems development delivers long term benefits for the UK and partner countries.**
- **Partnerships, training and collaboration between students, teachers and researchers in the UK and overseas improves their careers and help produce high quality teaching, learning and research.**
- **Public engagement activities with partner countries produce deeper engagement between science and wider society, increasing the reputation of the UK Science sector**
- **Engagement with UK higher education and research organisations positions the UK as a leading global provider of science and HE.**

In addition, Thai HE students benefit the UK economy with revenue approaching £200m per year and full-time job creation in UK Higher Education. (6,635 Thai HE students in 2015/16 @ £30,000/year expenditure). International students and researchers add diversity to UK higher education and society and bring with them expertise and knowledge that contributes to UK education and research.

We strengthen the quality and global impact of UK research by encouraging and supporting international collaborative activities, including through research partnership grants. International collaboration increases citation performance.

Moreover, our science communications development programme; FameLab, has a proven success with continued support from Ministry of Science and Technology and related institutions and attention from national media help positioning UK as the leader in science communications.

Summary of how we will achieve these outcomes (outputs) 250 words maximum

1. **The Newton Fund.** A 5-year programme investing in science and innovation research capacity and partnerships supported by the Department for Business, Energy & Industry Strategy (BEIS) as part of the UK's ODA Commitment. The current funding is focused on building collaboration between UK and Thai researchers through institutional links and capacity building through PhD scholarships.
2. **FameLab** complements the Newton programme, develops public engagement in science, functioning as an incubator for scientists and researchers to develop the skills needed to communicate science to non-scientists and creates science ambassadors. Through Famelab and winners' attendance at the Cheltenham Science Festival, the UK strengthens its science connections with Thailand.
3. **International Education Services** provide a range of client funded opportunities and business solutions to individual UK institutions to meet their business objectives including boosting recruitment of students, generating new partnerships, and raising their brand awareness. Highlights include the British Council's largest education fair and provision of market information and consultancy work for UK universities wishing to enter the Thailand market
4. **Inward Mobility and Alumni Engagement.** Programmes support young people in East Asia to get access to international study opportunities. We run large-scale awareness raising campaigns, digital amplification and alumni professional development and awards. This helps increase the number of students choosing the UK or UK qualifications as preferred study options and creates a dynamic and growing network of UK alumni.
5. **Higher Education Partnerships** is a programme of university level collaboration. Transnational Education Development is designed to develop TNE links to enable international education to be accessed more widely. University–Industry Links creates a strong tie between education and industry and ensures industry needs are mainstreamed in policy and curriculum design in Thai higher education institutions.
6. **Going Global 2018 Conference.** Taking place in Malaysia, British Council will use the Going Global platform to bring together key influencers from within ASEAN (+3) and the UK for discussion and debate with the aim of setting joint agendas for internationalisation. It will be attended by Minister Teerakiat.
7. **EU SHARE** is a EU funded programme to enhance cooperation between the EU and Thailand and harmonisation of HE across ASEAN.
8. Higher educational and professional **examinations** allow people to certify relevant professional skills in-country and take part in distance learning. We are targeting 8,120 professional and school/university exams in 2018/19.
9. **Future News Worldwide** assists young people to develop journalism skills in different media, to establish the UK as a global leader in the nurturing of young journalists and media figures and builds lasting connections to and between the next generation of global media leaders.

PRIORITY AREA 3: BUILDING A CREATIVE ECONOMY

Outcomes in 2018/19. REF level 3:

Women and Girls: Women and girls participate in, and benefit from, decision making and social change (Crafts)

Skills and enterprise: People have the skills to be employable and to build inclusive and creative economies which support stable and prosperous societies.(Creative Hubs)

Additionally and indirectly

Arts: People's lives are enriched by arts and culture and cultural heritage is valued.

Link to contextual analysis (250 words maximum, your text should cover all of the outcomes stated above)

The UK is rightly regarded as a leader in defining and developing its creative economy. The creative industries are now the fastest growing sector in the UK, contributing more than £80 billion each year. Most countries are now considering how best to foster creativity and culture holistically. There is much for the UK to share and learn. Research by Ipsos MORI shows that arts and cultural and historic attractions are two of the top five contributors to a nation's attractiveness to people from other countries.

The cultural and creative economy together with digital economy are also part of Thailand 4.0 as driving forces for Thailand. Responding to Thailand's 4.0 plan, the Ministry of Digital Economy introduced the Digital Highway Initiative to empower communities in more than 20,000 villages in Thailand. There is an opportunity to utilise this digital access to benefit craft communities. Thailand has a strong craft sector, with approximately 2 million people with considerable government support.

62.5% of women work (vs. 79.5% of men). Women in rural areas often lack opportunities for self-fulfilment and economic development. However, women and girls form 80% of people in the craft sector, mainly in rural areas. They can earn (extra) income from craft, working from their homes. Crafts can be empowering for women, giving them opportunities to improve their conditions and build more sustainable communities, often employing other women and people from disadvantaged groups. The government is involving major corporates in developing sustainable communities.

A 20-year timeframe for cultural and creative economy reform has been planned from 2017 in order to make Thailand a creative capital of the world. Thailand Creative & Design Centre (TCDC) has expected that in 2020, 20 million Thais will have access to creative knowledge for livelihoods and business development. Our work in creative hubs supports Thailand's ambition to become one of the international knowledge hubs through the development of creative hubs, which will also promote city revitalisation, urban development, and innovation.

The 12th National Economic and Social Development Plan (NESDP, 2017-2021) prioritises creative industries. There is a strong focus on crafts, tourism and traditional culture overall. Social enterprise is seen by the Prime Minister and the Government as an important vehicle for more equitable development and features strongly as a government priority.

Please summarise the benefits for your country and how these will be evaluated and measured

Women and Girls (crafts)

- **Women and girls have the awareness, skills, confidence and networks to improve their own and others' lives and contribute economically, socially and/or politically.**
- **Cultural professionals and artists develop their knowledge, artistic practice, skills and networks contributing to greater prosperity.**

Our work helps preserve the heritage and knowledge in Crafts and build viable businesses that are sustainable and can contribute to the communities and society. It supports the growth of craft enterprises and encourages them to create stronger social impact through social enterprise model.

Skills and enterprise (hubs)

- **People are more employable, entrepreneurial and successful because of the skills they acquire.**

Our work supports Thailand's ambition to become one of the international knowledge hubs through the development of creative hubs, which will also promote city revitalisation, urban development, and innovation.

- **New or enhanced policies and approaches foster skills, employability and social/creative enterprise.**

Hubs support the Thai Government's goal to move the country towards Thailand 4.0 which is focusing on a value-based economy through innovation, creativity, and digital technology.

Please summarise the benefits for the UK and how these will be evaluated and measured

Skills and enterprise (hubs)

- Networks and partnerships in skills and enterprise enhance the international flow of information and trust, raising the UK's profile and reputation in this field.

Not mapped to the programme based plans but there are additional benefits in the Arts result area from collaboration in hubs and crafts:

- UK artists benefit from their promotion overseas with introductions, new business opportunities and enriched practice
- Arts and cultural organisations in the UK and target countries raise their profile, showcase UK arts and increase the economic value of their partnerships contributing towards UK's influence and attraction in the world
- The UK's international reputation is enhanced through experiences of arts and culture, contributing to our cultural relations and soft power approaches

Much of our work in hubs and crafts showcases the strength of UK social enterprise sector, which contributes to stronger social impact and the development of the creative economy. Overseas training opportunities are available to the UK sector and programmes such as study tours and residences foster new collaborations and mutual learning between the UK and Thailand.

Summary of how we will achieve these outcomes (outputs) 250 words maximum

Crafting Futures is a global programme to support the future of crafts and strengthen economic, social and cultural development through learning and access. The programme aims to foster economic empowerment through the development of creative social enterprise and design-

led skills for female artisans and designers, with a specific focus on promoting social innovation, fair and ethical collaborations and an appreciation of cultural heritage. It will generate a renewed interest in crafts through creative processes, informed research and storytelling as well as developing business and marketing skills which are key in improving viable livelihoods for women in the sector.

Creative Hubs for Good. Creative hubs are the physical or virtual places that bring together enterprising people who work in the creative and cultural industries. The creative hub managers are key to developing the success of their community. This programme supports the development of creative hubs as key drivers and catalysts for good in the cities they are in. The programme wants to increase and enhance the capacity of hubs to function more efficiently, and increase the positive impact towards their community, contributing to the social and economic well-being of the city. Our programme is divided into three activity streams: capacity building and skills training for hubs managers; building and strengthening networking opportunities in country & regionally and support hubs in advocacy and stakeholder relations. It will build resources in creative hubs development through research, publications, and forums, and pioneer national dialogue on creative hubs and creative cities with partners leading the building of Thailand's creative economy.

Connecting and Brokering. Arts managers will also respond to requests from Thai and UK arts and cultural institutions for match-making and information exchange, for example with the National Portrait Gallery in 2019.

3. Participation

Please summarise indicative participation numbers for your whole portfolio

Priority area 1: raising levels of English

- F2F : 61,375
- Exhibition: 1,000
- Broadcast : 10 mins
- Social media/digital online: figures supplied by global team
- Institutional partnerships : 6

Priority area 2: internationalising higher education and science

- F2F: 11,506
- Exhibition: 20,000
- Broadcast: 120 mins
- Social media/digital online: figures supplied by global team
- Institutional partnerships: 18

Priority area 3: building creative economies

- F2F: 200
- Exhibition: 10,000
- Broadcast : 20 mins
- Social media/digital online: figures supplied by global team
- Institutional partnerships: 5

4. Financial model

Our financial model varies from country to country depending on customer and stakeholder priorities. **British Council Thailand** is a medium-scale two-city operation with a mixed funding model. Core grant-in-aid from the FCO supports our programme work, always enhanced by other funds raised from partners or elsewhere. Contracted services for clients particularly the UK HE sector and the Thai government are delivered via our full-cost recovery contracts business stream.

Our Exams services business operates from an independent commercial entity, as does our English teaching operation. Both businesses generate surpluses which are reinvested centrally to fund cultural relations work and maintain our network globally.

OECD classification	Overseas Development Assistance (ODA) eligible
Core grant-in-aid from FCO	Yes
Additional UK government grant funding (e.g. Great)	For GREAT-funded Study UK marketing; BEIS Funding for Newton
Partnership leverage	1: 0.92 grant:partnership leveraged
Exams and English services fees	Exams and English teaching
Contracted services (e.g. EU / DfID / HE sector)	For support UK education sector through International Education Services business stream; for English language development contracts with Thai government

5. Enablers

This section should describe what you need in order to achieve the objectives and priorities described above, as required.

Please ensure these are aligned with the six key corporate enablers (**to grow and diversify surplus, to improve our operational efficiency, to create a more cost efficient UK operating model, to increase the capability and effectiveness of our people, to create a digitally enabled organisation and to improve our research and evidence base**). These could include for example new products to grow surplus and impact, new operating models, a reform of the estate/premises, a rationalisation of the portfolio, new capacity, learning and development etc.

ENABLER 1 : TO GROW AND DIVERSIFY SURPLUS

SMART description of what you are seeking to achieve

To ensure the ongoing growth of business income and surplus

The following full cost recovery businesses operate in Thailand

Business / Income & Operational surplus *	16/17 £	16/17 %	17/18 £ Q2	17/18 % Q2	18/19 £	18/19 %
Teaching Centre	6,998 / (215k)	(3.1%)	6935 / 48	1%		
Exams	3567/ 1293	36.2%	4283 / 1529	36%		
EES	759 / 155	20.4%	2538 / 515	20%		
Education Services	595 / 182 (gross)	31% (gross)	598 / 153	26%		

* MI, not statutory

BC Operations comprises the EES, Exams and Education Services businesses and TC school contracts. BC Operations will be in a position to pay a dividend for the first time in April 2018

BCLT is in a challenging position and sustained surpluses are required to make it viable after the payment of intercompany charges and statutory requirements.

Measure of success/ target for 18/19 (please refer to corporate KPI documentation)	Operating Surplus should be at least 15% for EES and Education Services and 30% for Exams. The Teaching Centre should reach 7.4% gross surplus by end 18/19 and at least 10% surplus by end 19/20.
Key assumptions and constraints in achieving success/ targets	Political and government stability Continuing MOE demand for EES services Demographic changes and increasing competition in the TC market Availability in 19/20 of TC investment income
ENABLER 2 : TO IMPROVE OUR OPERATIONAL EFFICIENCY	
	<ol style="list-style-type: none"> 1 To ensure all relevant regional and global changes programmes are implemented in an appropriate form for Thailand to become a more impact led, sustainable, professional and agile operation 2 To establish the British Council Foundation by September 2018; conduct a full review of status and tax arrangements for the commercial companies (including the possible transfer of TC corporate courses from BCO to BCLT) and obtain approval for change if relevant; and conduct with regional management a full review of options for a regional HQ in Thailand 3 To ensure full compliance with corporate processes, especially Audit (March 2018), CIAMM, Brand, EFT and ensure all recommendations are implemented
Measure of success/ target for 18/19 (please refer to corporate KPI documentation)	Foundation opened on time and operating efficiently Audit rating of at least Substantial achieved in March 2018 or in the follow-up audit if March 18 result is lower. Attain CIAMM level 2 Attain 75% brand audit compliance
Key assumptions and constraints in achieving success/ targets	No major turnover in key managerial and other staff No major changes in the external operating environment

ENABLER 3 : TO INCREASE THE CAPABILITY, ENGAGEMENT AND EFFECTIVENESS OF OUR PEOPLE

<p>SMART description of what you are seeking to achieve</p>	<ol style="list-style-type: none"> 1 To build and develop our teams to ensure that we have the right people, with the right skills and expertise, in the right place at the right time to support our ambition towards 2020. Incorporate initiatives such as 'ways of working' 2 Invest in people and culture to support wider ambitions, including a full pay and benefits review 3 Continue to build a more inclusive internal working environment with a high proportion of Thai staff at senior levels and seek more contributions and participation from staff outside management 4 Develop a country or cluster plan with HR to develop and retain high potential managers <p>This includes: increased emphasis on Learning and Development; Local Staff Association (LSA) development, a revision of governance structures to widen participation, 2018 Staff Survey to build evidence base and implementation of EDI and Child Protection Plans. It supports the following corporate enablers: to improve our operational efficiency, to increase the capability and effectiveness of our people; improve our research and evidence base</p>
<p>Measure of success/ target for 18/19 (please refer to corporate KPI documentation)</p>	<p>75% staff engagement in the staff survey</p> <p>Country Diversity Assessment Framework score of 8</p> <p>At least 50% of senior management (pb7+) are women</p> <p>£10k income per each Full Time Equivalent member of staff</p>
<p>Key assumptions and constraints in achieving success/ targets</p>	<p>Efficient and effective implementation of change programmes</p> <p>No major turnover in key managerial and other staff</p> <p>No major disruption to any of the 'businesses'</p>

Annex 1: East Asia Grant and Partnerships summary

No	Name	SBU	SRO	Programme end			Participating country													
				18/19	19/20	20/21	AUS	HK	JPN	KR	NZ	SG	TW	ID	MM	MY	PH	TH	VN	CH
1	Outward Mobility	E&S	Matt Knowles																	
2	Japan Season	E&S, Arts	Matt Burney																	
3	Newton Fund	E&S	Sue Milner																	
4	HE Partnerships ¹	E&S	Sue Milner																	
5	Inward Mobility	E&S	Jazreel Goh																	
6	IHE Governance and Leadership	E&S	Sue Milner																	
7	Industry and Skills Development Programme	E&S	Jazreel Goh																	
8	UK/CH Football Development	E&S	Jazreel Goh																	
9	Frontiers 2020	E&S	Matt Sheader																	
10	Active Citizens Korea	E&S	Jakira Khanam																	
11	New Audiences, New Approaches	E&S, Arts	Ingrid Leary / Helen																	

¹ Contains Supporting University-Industry Links (including RENKEI Japan) and Transnational Education and Quality Assurance

Annex 2

QUALITATIVE FRAMEWORK

THAILAND 2018/19

POLITICAL, ECONOMIC, SOCIAL AND TECHNOLOGICAL CONTEXT

POLITICAL

A military government under General, now Prime Minister, Prayuth, took power in May 2014 and are now firmly entrenched. There hasn't yet been as strong an economic recovery as they had hoped but there has been an upturn primarily due to large amounts of public investment. The government states an intention to return the country to democracy at the same time as stressing the need for stability. A referendum on a disputed new draft constitution was approved in August 2016. Elections were earmarked for November 2018 but have recently been postponed to 2019. King Maha Vajiralongkorn Bodindradebayavarangkun ascended to the throne in 2016 and became the 10th monarch of the Chakri dynasty. There hasn't yet been a formal coronation ceremony.

Nevertheless, with both the current government and a government formed after eventual elections, it is highly probable that the agenda will continue to be broadly pro-UK, focusing on stability, reform of institutions, growth, the need to diversify the economy (Thailand 4.0) and openness to the ASEAN Economic Community (AEC). Any government is likely to prioritise rapid transformation in international competitiveness to meet the requirements of the AEC and develop a more internationally aware, skilled and confident workforce to compete more effectively in ASEAN and beyond. The majority of ministers are now non-military 'technocrats'

Thailand's global ranking on government effectiveness places it 71 out of 208 countries. In the East Asia-Pacific region, Thailand is ranked near the bottom at 11 out of 15 countries. The scale of political rights put Thailand at 116 out of 142 countries. Official sensitivity to perceived criticism is high. Censorship spans from controls on academic seminars to the media – authorities are regularly calling in editors and have threatened them with prosecution should they infringe restrictions on what they can report. The lèse-majesté law criminalizes the peaceful expression of opinions and violates the right to freedom of

expression. The Thai press—once regarded as the most independent in Southeast Asia—has lost its crown, being more lapdog than watchdog. In the Press Freedom Index, Thailand is ranked 120 out of 160 countries in 2016.

ECONOMIC

Over the last five decades, Thailand has made a significant progress in moving from a low income to middle income country with an average annual growth of 7-8 per cent GDP. After the Asian Financial crisis in 1997, Thailand's annual average growth slowed to 3 per cent till now. Average gross income of the population aged 25-29 is 3,000 GBP. While welfare services have been developed across the country, poverty and inequality remain a key challenge to move Thailand to high income country status.

Thailand has planned a long-term economic goal in the 20-year National Strategy (2017-2036) to help the country achieve sustainable development. The Thailand 4.0 economic plan was announced in May 2016 to fit broadly with the 20-year National Strategy. The primary goal of Thailand 4.0 economic plan is to move Thailand from middle-income to high-income status and drive Thailand to be a value-based economy. Incentives under Thailand 4.0 are initiated and offered under a Special Economic Zone (SEZ) - Eastern Economic Corridor (EEC) covering three provinces in Thailand; Chachoengsao, Chonburi, Rayong - to position the nation as an excellent strategic investment location for global investment to connect with ASEAN countries, China and India. The incentives generally cover tax exemption, expanding shareholding options for foreigners and land-ownership options for investors.

SOCIAL

Thailand is the world's 20th most populous country with a population of 68.15 million and a higher middle income country per capita of \$5,640. Thailand is ranked as the 3rd most unequal country in the world. There are accompanying high indices of relative exclusion for women, the disabled, migrants and other groups.

Thailand is currently facing two population problems; a quickly aging population and rapid urbanisation. The greater urban area has a population approaching 35 million, equivalent to 52 per cent of the population. Urbanisation is mostly concentrated around Bangkok and its surrounding areas. As countries become more developed, it's natural to see a decline in fertility rates and an increase in its aging population over time. Thailand has gone through this transition faster than most countries, with the average number of children born to the typical woman dropping from 6 to 2 in less than twenty years between 1970 and 1990. 18 per cent of the population is aged 0-14. By 2040, it is projected that 17 million Thais - more than a quarter of the population - will be 65 years or older

Despite recent economic uncertainty, Asia's middle class including in Thailand is growing fast. In the coming decades, this burgeoning demographic segment will serve as a keystone for economic and political development in the region, with significant implications for the rest of ASEAN.

Thailand ranks 76 out of 155 countries on the Gender Inequality Index. It was found that in 2013 the years that women and men spent in education were finally the same, i.e. 8.9 years on average. At a pre-primary and primary level, there were more male students. However, from a secondary level onwards, there were more female students. Many more women studied at a university but more men receive a High Vocational Certificate. 91% of women above 15 could read and write (vs. 95% of men).

62.5% of women work (vs. 79.5% of men). Fewer women took high positions in state/government institutions. The percentage was better in the private sector. 49% of Thai CEOs were women, the highest in this world according to Grand Thornton's report in 2013.

Nearly two million women and men in Thailand, or approximately 3 per cent of the population, have a disability. 65 per cent of persons with disabilities over the age of 15 were unemployed. The structural imbalance in society includes inequality in resource and wealth distribution and unequal access across the country to various state services and benefits. Thailand has introduced its first law designed to protect LGBT people. Many hope Thailand's gender inclusivity will pave the way for further reform in regards to same-sex marriage, which continues to be illegal.

95% of the population is Buddhist. Muslims make up around 5% of the population but are only in a majority in the 3 southernmost provinces, where there have been conflicts and unrest in recent decades. Christians constitute approximately 0.7%.

TECHNOLOGICAL

"Ongoing major infrastructure improvements will be a significant transition which reflects a move from one society to another society with effective access to data and services through application of digital and innovation. It seems hard and difficult, but it is not impossible if we help create an integrated operation following the country's road map in order to achieve the government's digital economy policy and move forward to Thailand 4.0". Dr. Pichet Durongkaveroj, Minister of Digital Economy and Society

Following Thailand 4.0 economic plan, the Ministry of Digital Economy and Society aims to improve the quality of life of all Thai people in every dimension with digital and innovation. Together with private sector investment and the introduction of hi-speed internet with reasonable cost, the number of population using internet has increased up to 43 per cent or 27,415,000 users. The penetration rate of broadband internet is 83 per cent. There are 59,571,000 mobile internet subscriptions, though many people have two or more. With easy access to internet, people's behaviours are shifting to spend more time on online platforms ranging from searching for information to online shopping. It is shown that approximately 11.58 million people are purchasing through e-commerce.

The most active social media platforms in Thailand are Facebook, YouTube and Line (messenger). There are 35,800,000 Facebook users which places Thailand at 6 out of 19 countries.

ENVIRONMENT

Rapid economic development has brought Thailand a variety of environmental pollution problems which are of major public concern. The Thai government is committed to tackling environmental issues. Development used to be the main emphasis in Thailand's five-year National Economic and Social Development Plans, but recently environmental protection has become one of the primary objectives. Environmental NGOs are actively engaged in environmental work, and public awareness is growing fast.

NATIONAL PRIORITIES

The ultimate goal of Thailand 4.0 economic plan is to move Thailand out of the middle income trap and reduce national inequality gaps. There is an aspiration to drive the nation to be a value and innovation-led country through research and creativity. Thailand 4.0 strategy focuses on ten strategic industries which are currently found in Thailand and could use innovation to add more value. These ten strategic areas are grouped into two S curves:

First S curve – 5 current existing sectors	New S curve – 5 future sectors
<ul style="list-style-type: none"> • Automotive • Smart electronics • Medical and wellness tourism • Petrochemical and eco-friendly products • Agriculture and biotechnology/food for the future 	<ul style="list-style-type: none"> • Robotics • Aviation • Medical hub • Biofuels and biochemical • Digital

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which directly affect our work are English and education, science and research and arts and culture.

ENGLISH AND EDUCATION

The largest amount of government expenditure (19 per cent) is allocated to the Ministry of Education. While the participation rate of primary and secondary levels in Thailand is improving, PISA scores show sharp falls in Mathematics (415) and Science (421) placing Thailand 54 out of 70 countries.

In recent years, the Ministry of Education has placed a great importance on education reform focusing on human capital investment for both teachers and students from the earliest stage. One of their first priorities is improving English comprehension at all levels of the education sector. Together with the Ministry of Education, British Council in Thailand has introduced the Regional English Training Centres project aimed at transforming English teaching in primary and secondary schools.

There are 2,235,450 students enrolled in tertiary education placing Thailand 8 out of 78 countries. The number of tertiary students in higher education has dropped from 2,147,420 in 2013 to 2,003,993 in 2016 (approximately 7%), largely due to the increase of aging population and the decline of the birth rate.

However, the number of international students coming to Thailand to attain an international qualification is gradually increasing. The number of students in international schools have grown by approximate 35% from 33,048 in 2011 to 44,497 in 2015. Thailand is one of the countries in ASEAN with the highest number of international students at 15,000. The figures underline a potential growth in transnational education. Transnational education is increasingly being seen as a significant priority institutionally and part of internationalisation strategies, especially for the research-led universities.

HESA 2016-17 statistics show that Thailand remained its ranking in the top ten non-EU countries. Thailand is one of the two countries in East Asia that has experienced a growth in the number of students: 1.3% for overall enrolments and 0.6 per cent for new students. UK education is perceived by Thai people as high quality and world-class. International experience and English are also key factors motivating Thai people to study in the UK. Thailand is a Postgraduate-led market and English Language Courses are the second largest sector. UK qualifications are well recognised by leading employers in Thailand and numerous UK alumni are influencers or policy makers.

With the establishment of the Eastern Economic Corridor, there are new special rules allowing foreign universities to open a campus in Thailand with certain conditions, such as that the subject areas must align with EEC related industries. The British Council convened 35 UK universities and Thailand's Minister of Education in September 2017. We are currently undertaking further research.

SCIENCE AND RESEARCH

In Research and Development (R&D), there is an aspiration to increase research investment to at least 1% of Thailand's GDP from 0.75 per cent in 1-3 years. To increase competitive capacity, the target ratio of public to private R&D investment is 30:70. In order to attract private investment, the government has

measures such as enhancing tax deductions for research, development and innovation expenditures from 200% to 300%. The commercialization of research is also the top priority as it aims to solve global challenges and translate the research into social and economic benefits.

The priority areas of the current Minister of Science and Technology include:

1. Human Capacity Building

Nurturing highly skilled human resources is a key to attracting further investment as well as building the 21st century skills that are crucial to producing the right workforce. The urgent tasks now are for businesses and educational institutions to work together in producing skilled labour for future workplaces and encouraging young Thais to study science. Currently around 70% of students study social science and only 30% study natural sciences or technology. The aim is to increase the number of students studying sciences. To help spark innovation, the government has a Futurium project, a 51-rai plot of land owned by the National Science Museum which will be used as a learning centre for science and technology. Science communication plays an important role in building human capacity and inspiring a young generation to learn science, which is a priority of Minister Suwit Maesincee and an area where the UK has real expertise and proven success.

2. Science to reduce poverty

The focus will be on the population at the bottom of the pyramid, which includes farmers, SMEs and how we can use research to help improve lives of these people. The Thailand Research Council has a scheme called 1 Tambol (community), 1 Innovation, which aims to encourage each community to think of their own innovation and how the Research Council can support them.

The ten poorest provinces in Thailand will be selected to upgrade the standard of living through supporting OTOP products. This will use Big Data to create a centralised system for all the OTOP product information (OTOP is a local entrepreneurship stimulus programme which aims to support the unique locally made and marketed products of each Thai tambon all over Thailand).

3. Thailand on the world stage

The Ministry of Science and Technology will work with Ministry of Industry and Council of University to create a space for innovation in universities called 'Science Park' to support Tech-based start-ups and Innovations Hubs to reduce dependency on foreign technologies and the develop capacity of Thai people through technology transfer from foreign investors. An 'Open Innovation' model will be adopted, which is pulling together the small SMEs under a large corporation to develop innovation.

With a national focus on jumping into the future with innovation and research as a foundation, Thailand aims to create an inspiring level of growth and progress.

ARTS

In the 12th National Economic and Social Development Plan (NESDP) in 2017-2021, the focus is on innovation development in all sectors including the creative industries. The cultural and creative economy is highlighted as a key development area under the New Economy category, together with digital economy, bio-economy, startups, social enterprises, and SMEs.

Based on the report on Cultural and Creative Economy Reform, the National Reform Steering Assembly has outlined 3 pillars for economic development (as of April 2016) which are bio-economy, cultural and creative economy and social economy. There is an emphasis on capacity building especially on linking the academic sector with the professional sector, the building of creative ecology, and the establishment of supporting measures and mechanisms.

In 2017, the Thai government made a decision to set up the Creative Economy Agency (Public Organisation) under the Office of the Prime Minister in order to support innovation and creativity, as well as developing strategies on creative economy at the national level. TCDC will form an important part of this new organisation, which is to be fully established in mid-2018.

Thailand has a strong craft sector, with approximately 2 million people, with a lot of government support, though it could be fragmented with duplicating efforts. Responding to Thailand's 4.0 plan, the Ministry of Digital Economy introduced Digital Highway Initiative to empower communities in more than 20,000 villages in Thailand. There is an opportunity to utilise this digital access to benefit craft communities. 'Sustainable communities' is becoming a buzzword.

In terms of creative cities, the Government has set up an agenda under TCDC to develop creative hubs, creative districts, and creative cities with a pilot project to develop the Creative District around the Charoen Krung area in Bangkok as a model. The University Creative Counsel Network (UCCN) was founded in 2017 to form a network of innovation hubs in 9 universities across the country, in collaboration with the Office of the Higher Education Commission (OHEC). There is a growth of independent creative hubs in both Bangkok and major provinces.

From the latest studies in 2014, the creative industries sector generated 13.18% of the country's GDP (1.66 trillion Baht), with crafts bringing in 87 billion Baht. The biggest areas are fashion, design, and broadcasting. All areas of creative industries have grown constantly, with film being the quickest growing industry based on data from these years. Design, architecture, fashion, film, performing arts, and literature are all recognised fields in Thailand. 2% of the population is employed in culture.

STAKEHOLDERS (THE TOP 22)

No	Stakeholder	Category	Description	Team		
				E&E	Edcn	Arts
1	Ministry of Education	Government	The Ministry of Education is responsible for the oversight of education in Thailand.	Y	Y	
2	Office of Higher Education Commission (OHEC)	Government	The Office of the Higher Education Commission (OHEC), Ministry of Education, is responsible for managing higher education provision and promoting higher education development to meet internal standards.		Y	Y
3	Rajabhat University Network	Government	The Rajabhat University Network is group of the 38 Rajabhat universities nation-wide. The key decision making for all Rajabhat universities are made in this network.	Y	Y	
4	Ministry of Digital Economy and Society	Government	The Ministry of Digital Economy and Society is responsible for the national policy and plan on digital development. Their 5 years goal is to encourage all sectors to use digital technology to drive the country's economy and society.	Y		Y
5	Office of Civil Service Commission (OCSC)	N/A	Office of Civil Service Commission (OCSC) is the organisation responsible for Royal Thai government scholarships.		Y	
6	Regional education organisations	Regional Organisation	AUN, SEAMEO, ASEAN to support SHARE work and education work on the regional level.		Y	

7	Ministry of Science and Technology	Government	The Ministry of Science and Technology aims to develop science, technology and innovation for the purposes of solving the country's socio-economics problems and enhancing its long-term competitive capacity.		Y	
8	Thailand Research Fund	Government	Thailand's research granting agency and our key strategic partner on the Newton Fund. We run 4 programmes together with TRF who has already co-funded over 2 million pounds since 2014.		Y	
9	National Science and Technology Development Agency (NSTDA)	Government	Thai government agency which supports research in science and technology. NSTDA supports our work in Science Communication including FameLab.		Y	
10	National Science Technology and Innovation Policy Office (STI)	Government	A science policy office that work with us on the Newton Fund and FameLab. They are keen to co-fund projects that include countries in the SEA region, and have agreed to partner with us under Regional Researcher Links Workshop.		Y	
11	National Science Museum (NSM)	Government	Science museum that aims to engage science with the public is our partner in FameLab and also active in continuing School Lab to promote science communication among young adults.		Y	
12	The Institute for the Promotion of Teaching Science and Technology (IPST)	Government	An agency under MOE to raise students' standards in STEM, has worked with us on STEM under Newton Fund including the training of the first group of STEM Ambassadors and STEM Assessment in schools.		Y	
13	True Corporation	Media	True Corporation Public Company Limited (TRUE) is a communication conglomerate in Thailand. True Plook Panya under True corporation is the most popular education channel in Thailand. The targeted audience is students and young people.		Y	

14	The Standard	Media	The leading online media in Thailand positioning themselves as news agency and creative content companies having both online and offline media channels. The targeted audience is urbanists. Approximately 20 million website impressions per month.	Y	Y	Y
15	Thailand Creative and Design Center (TCDC)	Government	TCDC works to support the growth of creative economy in Thailand through supporting local businesses, providing access to knowledge, and working at the policy level to set up national creative economy policies. TCDC Bangkok works on the Creative district agenda, while Chiang Mai is TCDC's first regional centre			Y
16	Thai Beverage	Private sector	ThaiBev, is Thailand's largest and one of Southeast Asia's largest beverage companies. It has an instrumental role in the Pracharat Rak Samakki Programme, the Government's social enterprise programme focusing on promoting local economy, including the development of Thai crafts			Y
17	University Creative Counsel Network (UCCN)	Government	UCCN was founded to support nine major universities in Thailand to utilise their resources and networks in order to promote local economy through works carried out by university innovation hubs.			Y
18	Community Development Department, Ministry of Interior	Government	CDD is a department under Ministry of Interior, aiming to build strong and self-reliant communities. CDD is responsible for the government's OTOP project. OTOP (One Tambon One Product) aims to support locally made and marketed products of each of Thailand's 7,255 tambons (sub-district).			Y
19	The Creative District Foundation	Foundation/NGO	A foundation focusing improving the Creative District of Bangkok (Charoenkrung area) by responsibly building up a physical location geared towards publicly displays and promoting creativity.			Y

20	Chulalongkorn University Demonstration Elementary School (Satit Chula)	Public school	Chulalongkorn University Demonstration Elementary School is a public school in Thailand offering the education to the student from grade 1 to grade 12. A large Teaching Centre client.	Y		
21	Regina Coeli College	Private school	Regina Coeli College is a medium sized school located in Chiang Mai. The school offers education to students from Kindergarten 3 to grade 12. A large Teaching Centre client.	Y		
22	Khemasiri Memorial School	Private school	Khemasiri Memorial School is a girls' private school located in Bangkok. The school offers education to students from grade 1 to grade 12. A Teaching Centre client.	Y		

COMPETITION

USA, Australia, Japan and others are competing for international students and UK is currently in the first position for higher education. We partner with a range of education agents to promote UK education opportunities.

The Goethe Institut and Alliance Francaise are the only European cultural institutes present. They are active in language teaching and culture and do some work in general education. The Korea Cultural Centre and Japan Foundation are the major Asian centres and are often active in more 'traditional' initiatives in showcasing arts performances and film. The US Embassy funds projects in cultural preservation. Bangkok Arts and Cultural Centre is involved in training arts managers and the Australia-Thai Chamber of Commerce prioritises creative industries. The RSA is in the process of establishing a presence here.

OPERATING ENVIRONMENT

UK AND UK EMBASSY

The UK and British Council are perceived positively in Thailand. The UK and Thailand have enjoyed over 400 years of strong relations, which are built on solid historical foundations, extensive people-to-people links, royal family links and vibrant co-operation in areas such as trade and investment, science and innovation and education. The UK is one of the largest EU investors in Thailand. Thailand looks to the UK in many of the areas we work. UK science is acknowledged as world class and research links are sought. Over 8,000 school and university students place their trust in the UK as an education destination each year, putting it in the top 10 non-EU markets worldwide. Generations of Thailand's ruling classes have attended school and university in UK.

The Populus British Icon report of November 2015 British icons abroad listed the following as the top 5 in Thailand,

1. Premier League
2. British universities
3. British music
4. British film
5. The BBC

Mean favourability to UK was 7.0, in line with other countries surveyed. The British Council was in eleventh place

Most major UK government departments are represented in Thailand (excluding DFID). The main global drivers for the UK government agenda in Thailand are 'Global Britain' and Prosperity. Security is primarily a concern because of the three southernmost provinces. There are two principal 'local' drivers for the Thailand mission. Those are: 're-engagement' following a EU decision in December 2017 to restart senior ministerial contacts and making a success of the embassy move in 2019 and managing a communications strategy that Thailand remains an important partner and friend despite the UK exiting the EU and the highly public move away from a high profile embassy building with a 100 year heritage. USA, Australia, Japan, Korea, Japan all very active here and the UK needs to ensure that it positions itself to remain an important partner.

The third session of the United Kingdom-Thailand Strategic Dialogue was held at the Thai Ministry of Foreign Affairs in Bangkok, on 3 January 2018. The session was co-chaired by His Excellency Mr. Virasakdi Futrakul, Deputy Minister of Foreign Affairs of the Kingdom of Thailand and The Rt. Hon. Mark Field MP, Minister for Asia and the Pacific at the British Foreign and Commonwealth Office.

In areas directly concerning British Council areas of work, the two delegations noted the importance of education and the English language in supporting economic growth and the emerging ASEAN Community. Both sides commended the notable progress made under the Thai-UK MoU on Education

Partnership and its contribution to Thailand 4.0. In this connection, the Thai side invited the UK to explore the opportunity of investment in education offered in the EEC. Thailand and the UK were pleased with the continued success of the Newton UK-Thailand Research and Innovation Partnership. Both sides agreed to continue to look for opportunities to enhance science collaboration further in both directions, including stimulating business potential and start-ups.

Thailand 4.0 is the main driver for the Embassy too. Thematic priorities include aviation/aerospace; fintech; science, technology and innovation (including Newton); defence engagement; law and order; and education. HMA sees education as 'central to everything', including wider 21st century skills and vocational skills for companies, English and internationalisation for more active participation in ASEAN.

BRITISH COUNCIL

The British Council was first established in Thailand in 1952. We have a main office in the centre of Bangkok and four other teaching branches in the city. There is a teaching operation in Chiang Mai. We employ approximately 330 staff overall. Our turnover in 17/18 is in the region of 16 million pounds. Neighbouring Cambodia is a non-represented country, 'covered' by Thailand, where we carry out some IELTS activity with a partner.

Our status was changed in 2011/12 with the formation of three companies: British Council Holdings, British Council Operations and British Council Language Teaching in order to achieve full compliance with local regulations. However, this is now under complete review and we are now seeking a more suitable structure after a series of internal and external operating issues. The first change will be the establishment of a British Council Foundation for grant and partnership activity. This is expected in spring/summer 2018.

British Council is well respected in Thailand and has contact at the highest levels of government and society. An example is our regular interaction with the ministers of Education; Digital Economy and Society; and Science. At a wider consumer level, highlights from the Ipsos MORI Brand tracking and perception research from July 2016 showed:

- A majority of the targeted audience in Thailand have heard of the British Council (86% awareness), and 7 in 10 (70%) say they are familiar with the British Council.
- Of those familiar, 3 in 10 say they have been involved in British Council activities or courses (29%) This correlates with the fact that the organisation is most strongly associated with English language teaching (64%), international exams (31%), and supporting young people to work or study abroad (30%).
- Those aged 25-34 (74%) and 35-45 (73%) are significantly more likely to be familiar with the British Council than 16-24 year olds (62%).

The top six brand associations (and misperceptions) of our activities are:

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| 1. English language teaching, learning and assessment | 64% |
| 2. Providing counsel to people from overseas who study and work in the UK | 34% |

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| 3. International examinations and qualifications | 32% |
| 4. Supporting young people seeking to work or study in other countries | 30% |
| 5. Promoting the UK as a place to visit | 21% |
| 6. Developing opportunities for international artists and organisations in the UK | 18% |

Since 2016 our strategic communications approach has been to present a wider, more holistic view of British Council and not simply our B2C services.

FINAL

OPPORTUNITIES AND THREATS

Growth

There are opportunities for us to deliver long-lasting impact across business streams by sharing UK resources to create opportunities and develop human capital. This will support employability and internationalisation for Thailand to be an active player in ASEAN, raise levels of shared prosperity and ultimately help Thailand move out of the middle income trap.

Our three priority areas all contribute towards this overall theme. These are:

- Raising levels of English
- Internationalising higher education and research
- Building a creative economy

They map on to the four EA priority themes of 'English as the world's preferred language', 'education and science for growth', 'more open, prosperous, creative and inclusive societies' and 'new ways of connecting with and understanding each other through the arts'.

There is a cross-cutting theme of widening opportunity by working across Thailand and beyond elites. This responds to other issues in the external contexts of the size of the country, the unequal distribution of wealth in Thailand, the gap between Bangkok and the rest of the country and a number of other inclusion and diversity issues. The strategy is based on the idea of the themes mutually reinforcing each other as we work with a wider range of partners to bring opportunities which enhance both shared prosperity and attraction to the UK, building greater trust between the two countries.

GROWTH OPPORTUNITIES

These include:

- Further expansion of the regional English Training centre project with the Ministry of Education
- Potential assessment reform project with the Ministry of Education
- Gaining greater market share in the Teaching Centre market and diversification into pre-sessional partnership opportunities
- Gaining greater market share and diversification in the exams market
- Greater impact from projects under programme based planning
- Developing commercial links (OPS, Malee, ThaiBev) for partnerships in developing sustainable communities (crafts and creative hubs)
- Supporting the opening of a UK branch campus

ADDITIONAL INVESTMENT

Additional investment for the Teaching Centre would allow us to rationalise or relocate some of the current branches and implement a new, more agile teaching centre model closer to customers in order to boost profitability. 600k GBP would allow us to introduce this new model and cover the costs of reducing our current footprint in Bangkok.

FINAL