

Department of Environment, Food and Agriculture

Programme for Government Delivery Plan



**Isle of Man**  
Government

*Reiltys Ellan Vannin*

**OUR ISLAND:  
A SPECIAL PLACE  
TO LIVE AND WORK**

PROGRAMME FOR  
GOVERNMENT  
2016-2021

## Introduction from our Minister

The Department of Environment, Food and Agriculture has a vital role to play in ensuring the Isle of Man is a special place to live, work and visit. The Department's work impacts on all aspects of the quality of life we hold dear and we are committed to the range of strategies identified in this plan.

The Isle of Man Government sets out its priorities for the next five years in the Programme for Government and this delivery plan identifies where my Department will contribute to ensuring these ambitions are fulfilled. As we encourage **enterprise and opportunity**, we will strive for a planning system that is streamlined and supports sustainable growth while conserving buildings that are significant to our heritage and sense of place. As we encourage people to live, invest in and visit the Island, we will make the most of two of our most cherished assets – our beautiful landscape and coastline.

Last year, UNESCO admitted the Island to the prestigious world network of Biosphere Reserves, recognising it as a special place for people and nature. We will maintain and care for the beautiful landscape for generations to come, while encouraging even greater use of our hills, forests and glens for recreational use, boosting health, wellbeing and enjoyment. We will also strive to ensure we have clean waters and beaches, which will involve improved catchment land management and addressing more of our legacy waste issues through a coherent and comprehensive approach to waste management.

We will continue to invest in research and management of farming and fisheries, ensuring these traditional yet innovative industries continue to grow their contribution to our economy. We will work with our farmers and land managers to protect the rural landscape that so characterise our Island through appropriate support, safeguarding the supply chain and maintaining the highest standards of animal and plant health. We will continue to encourage growth and innovation in our distinctive Isle of Man food and drink sector, creating jobs and growing its value still further, while supporting our quality of life and tourism industry.

In line with our reputation as a responsible nation, we will play our part in encouraging energy efficiency and reducing greenhouse gas emissions while ensuring our economy is not impacted. We will also reduce the risk to the built environment from costly and damaging flooding.

As we contribute to an **inclusive and caring society**, my Department will ensure regulation responds to society's needs, people's safety is paramount and consumers' rights are safeguarded, while ensuring the economy thrives.

In delivering services, my Department will be prudent and ensure best value for money, in line with our commitment to be a **financially responsible Government**. In addition to this, we will be at the forefront of ensuring the Island is ready for, and maximises benefits from, Britain's exit from the EU.



Hon Geoffrey Boot MHK, Minister for Environment, Food and Agriculture

## Department Priorities

Department Priority	How this contributes to the Programme for Government
Facilitate economic development through enabling appropriate development of the built environment.	We have a diverse economy where people choose to work and invest. We have a planning system that supports sustainable growth.
Re-evaluate and amend as required the planning system to ensure it facilitates the outcomes in the Programme for Government.	
Maximise the benefits of UNESCO Biosphere accreditation for the Isle of Man.	We are an Island where people choose to live and visit.
Deliver the Food Matters strategy to achieve alignment of production to consumer demand, plus a growth in the sector contribution to GDP.	
Deliver better outcomes and value through the Agricultural Development Scheme, to contribute to wider initiatives to enable an economically and socially thriving farming industry.	We have a diverse economy where people choose to work and invest. We have a planning system that supports sustainable growth.
Deliver the Future Fisheries strategy in collaboration with industry, including a common approach with our neighbours to fisheries management in the Irish Sea.	
Ensure that we identify and harness the opportunities created by BREXIT, while minimising the impacts on the Island's community, economy and environment and seeking an orderly transition.	We engage, participate and are respected internationally. We have more responsive legislation and regulation.
Widening animal welfare legislation to include all animals and increasing the animal health of the commercial producers.	
Appropriately balancing the needs of our economy, people and environment to ensure our Island is safe, sustainable and flourishing.	
Deliver the "Our Landscape, Our Legacy" Amenity & Landscape strategy to enhance community utilisation of the health and amenity offered by our landscape, whilst enhancing the health of the environment.	We have a natural and built environment which we conserve and cherish and which is adapted to cope with threats from climate change.

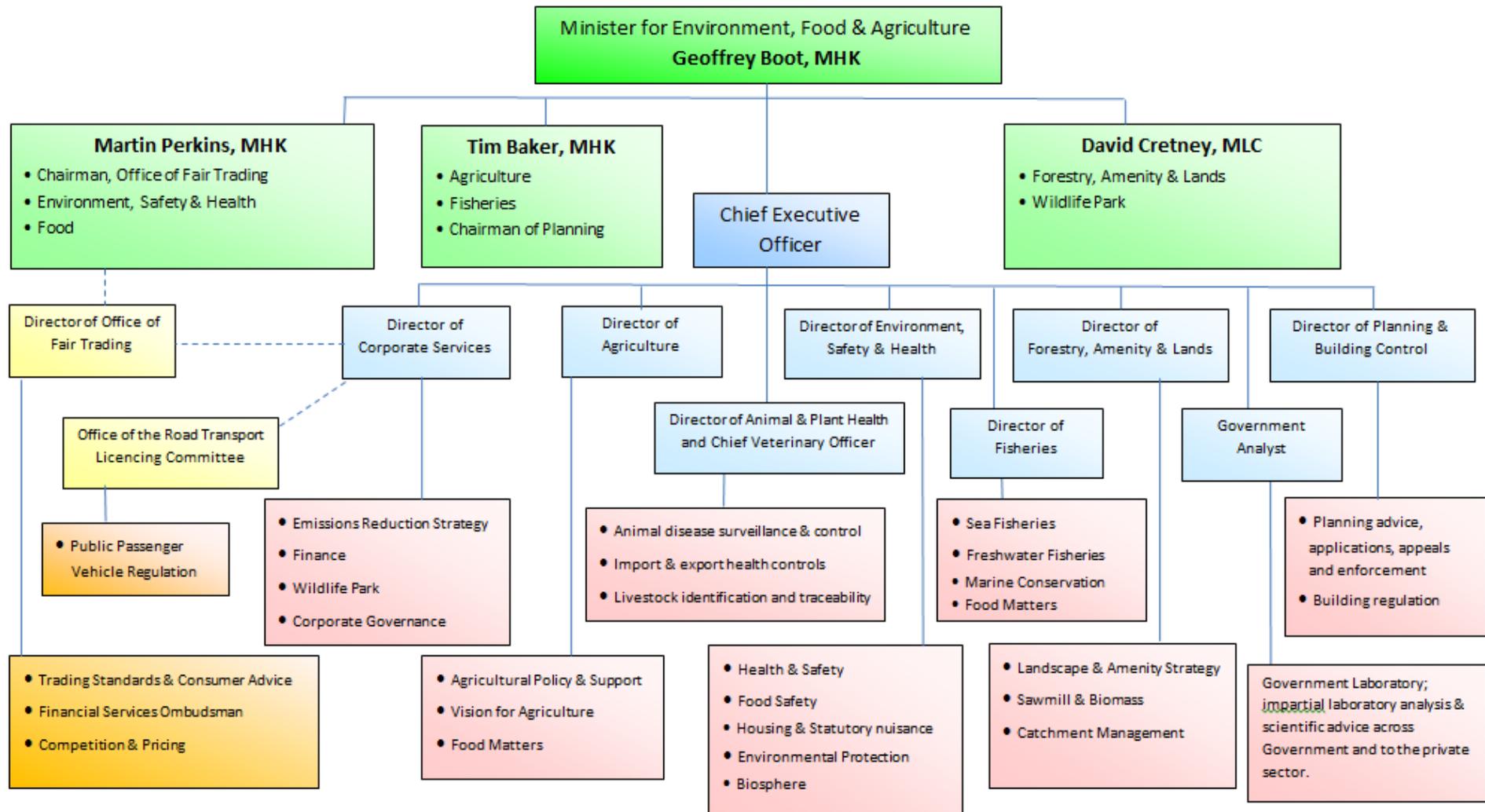
Department Priority	How this contributes to the Programme for Government
Implement strategies to address the effects of climate change, especially in terms of reducing greenhouse gas emissions and coastal and inland flooding.	
Conserve, enhance and improve accessibility of freshwater habitat in order to promote self-sustaining stocks of native freshwater fish on the Isle of Man.	
We will work with partners to establish a coherent approach to waste management which addresses our legacy issues, plus our current and future needs in an appropriate way.	
Co-ordinate the delivery of the Biodiversity Strategy to optimise the Island's biodiversity and meet our obligations under the Rio Convention on Biodiversity.	
Advise and assist in the development of potential offshore energy production in territorial seas while ensuring appropriate protection of the environment.	

## About our Department

<b>Department of Environment, Food &amp; Agriculture</b>					
<b>Mission</b>	We will protect and enhance our natural and built environment, guided by the core principles of environmental, economic and social sustainability, while optimising quality of life, international reputation, food security, energy security and outdoor amenity and enhancing the health and safety of the public and those at work.				
<b>Vision</b>	<b>Our Island, our Environment, our Future</b>				
<b>Values</b>	<p>In DEFA we work together as a team, taking pride in delivering the very best, sustainable, service to make a positive difference to our community. Ours is an environment where:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> We value, trust and respect one another;</li> <li><input type="checkbox"/> We communicate clearly, openly and honestly;</li> <li><input type="checkbox"/> Innovation and creativity are recognised and appreciated;</li> <li><input type="checkbox"/> We positively influence and inspire each other;</li> <li><input type="checkbox"/> Continuous development is promoted.</li> </ul>				
<b>Our Key Stakeholders</b>					
<i>Our employees</i>	<i>The public</i>	<i>Government bodies</i>	<i>Local authorities</i>	<i>Third sector</i>	<i>Private sector</i>
Our people are our most valuable asset and are crucial to the effective delivery of our services.	The work of DEFA touches thousands of citizens every day. Every time a resident goes to work or buys any goods or services the fact that they are safe is enforced by DEFA.	Joint working covers advice and practical assistance in environmental, consumer and passenger protection.	Working closely together to ensure the needs and views of local communities are considered.	Charities, volunteer groups and clubs are key partners in helping us deliver our services and our mutual objectives.	Enabling an environment in which the Private Sector and its customers can function both safely and profitably.
<b>Our Key Challenges</b>					
<i>Budget constraints</i>	<i>Strategic partnerships</i>	<i>Sustainability</i>	<i>Regulation</i>	<i>Economic development</i>	<i>BREXIT</i>
DEFA will meet our financial pressures with a never ending drive for efficiency and, inevitably, prioritisation to ensure we deliver key services and manage succession.	DEFA will work closely with all key stakeholders to achieve the Programme for Government. Where stakeholder aims diverge, we will work together to establish a successful balance for all parties.	DEFA influence the management of all of our natural and built environment. We will ensure our community and economy flourish whilst protecting and enhancing our environment.	Appropriately balancing the needs of our economy, people and environment to ensure our Island is safe, sustainable and flourishing.	Facilitating and enhancing the development of the economy and our quality of life whilst also protecting and enhancing our Island environment and the quality of life for our community.	Identifying and maximising the opportunities, whilst minimising the impacts of BREXIT. Agriculture, fisheries, environment, competition and regulation could all be materially impacted.

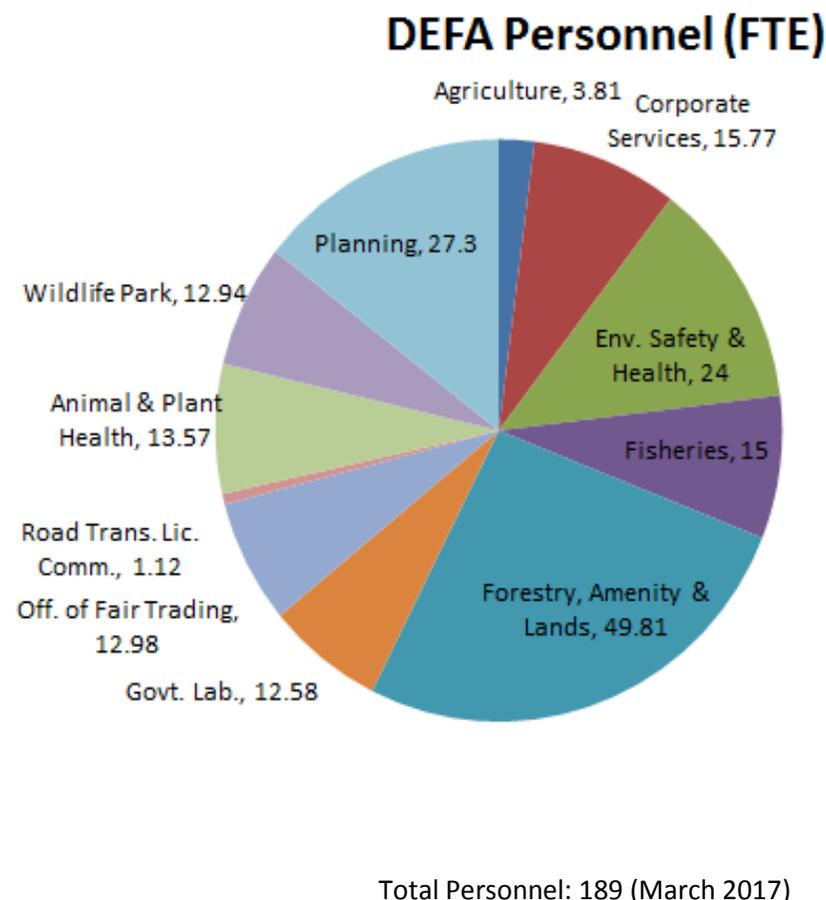
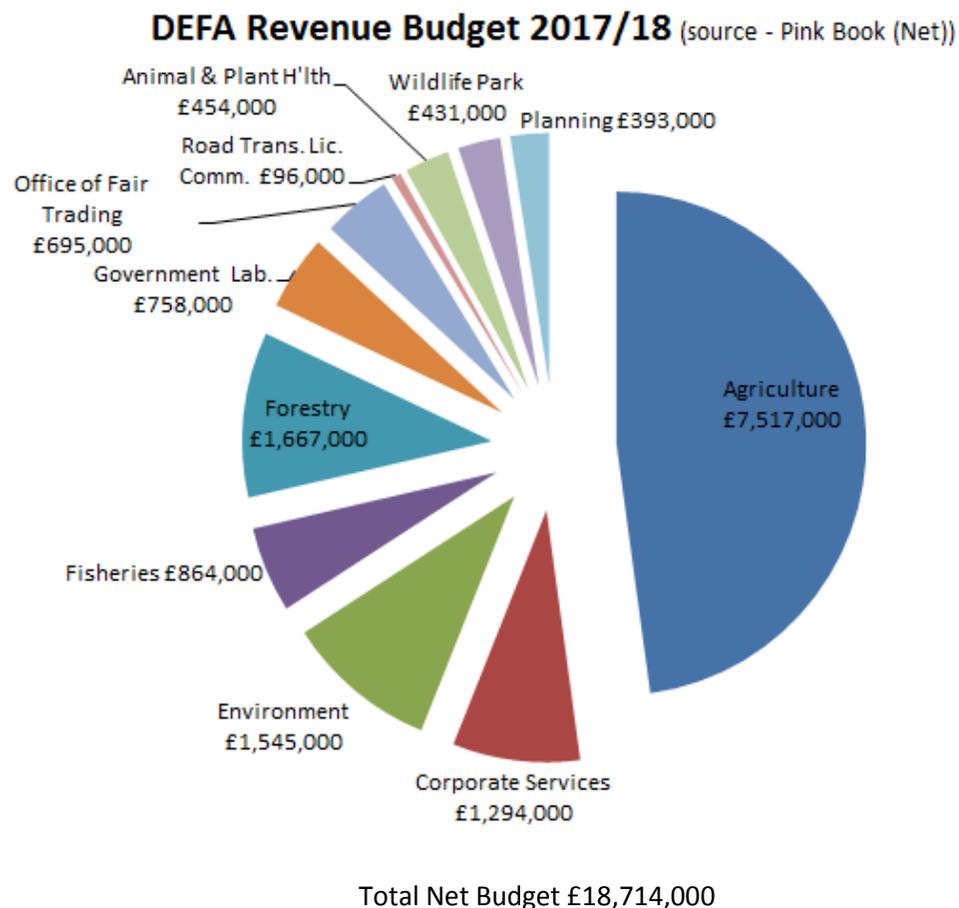
Department of Environment, Food and Agriculture Delivery Plan 2017

**Our Organisational Structure is:**



The Office of Fair Trading and RTL remain legally separate bodies, which DEFA provides with administrative resources to deliver their services.

**The Department in numbers:**



The Office of Fair Trading and RTLC remain legally separate bodies, which DEFA provides with administrative resources to deliver their services.

## The Programme for Government

The Programme for Government is the Isle of Man Government's plan for the next five years. It provides direction and focus for Departments, Boards and Offices as well as public service employees. It helps ensure that Government's policies and resources are aligned with the aims of the Council of Ministers.

This document sets out how the Department of Environment, Food and Agriculture will contribute to the Programme for Government.

The Programme for Government has three strategic objectives and 20 outcomes that describe the future Isle of Man. To read the Programme for Government in full please click [here](#). In order to show how we're performing, a set of indicators have been identified that will measure the successful delivery of the Programme for Government. Progress against the indicators will be measured quarterly online at [gov.im/performance](http://gov.im/performance)

This delivery plan for the Department details the outcomes we're responsible for helping to achieve or report against and the national indicators used to measure progress. It includes also information on our operational indicators against the Programme for Government and our plans for delivery against the actions identified within it.

### Actions in the Programme for Government delivered by this Department

Outcome	Action	Political sponsor	Target delivery date
<b>We have more responsive legislation and regulation</b>	a. Introduce a competition bill	a. Martyn Perkins, MHK (Chairman, OFT)	a. December 2018
	b. Review our approach to regulating monopolies	b. Chris Thomas, MHK	b. December 2017
<b>We have a natural and built environment which we conserve and cherish which is adapted to cope with the threats from climate change</b>	Implement an energy efficiency scheme	Geoffrey Boot, MHK	December 2017
<b>We have affordable and accessible housing which meets our social and economic needs</b>	Introduce the Houses in Multiple Occupation standards and monitoring regime	Martyn Perkins, MHK	April 2017

**The outcomes we will help to achieve:**

<b>Outcome</b>	<b>National indicator(s)</b>	<b>Explanation / Measure</b>	<b>Measure</b>
<b>We have a diverse economy where people choose to work and invest</b>	Increase inward investment	We seek to encourage more inward investment on the Isle of Man. One way of measuring this is to look at how much building work is ongoing. This will be measured through the value of projects on which Building Control certification started during the last 12 month period.	The value of ongoing projects subject to Building Control during the last 12 month period*
<b>We have utilities that support our Island, communities and business</b>	Contain energy costs	We know that energy costs are a concern to people, and containing these are important. We will produce a measure which is the average amount of household income used on energy costs to track whether this figure is increasing.	% of average household income used for energy purchase
	Contain greenhouse gas emissions	We have a commitment to contain the amount of greenhouse gases we produce.	Greenhouse gas emissions <sup>1</sup>
<b>We have more responsive legislation and regulation</b>	Improve the perceptions of Government regulation	One of the ways we can tell whether we are providing the right level of regulation is to ask people what they think. We have to get the balance right between protecting consumers and businesses, but it's important to know what people think too. We will use the social attitude and business surveys to obtain this information.	Number of businesses and individuals who agree that regulation in the Isle of Man is proportionate
<b>We are an Island where people choose to live and visit</b>	Improve the Isle of Man as good place to live and visit	There are lots of things about living and working in the Isle of Man that are important to us. We want to know whether everyone feels the same and a good way of measuring that is asking people whether they would recommend the Island as a good place to live and visit. By	Number of people who would recommend the Isle Of Man as a good place to live and visit.

<sup>1</sup> Calculated using internationally agreed methodology. Data produced by IOM agencies is collated in UK returns and published annually, 2 years in arrears.

Outcome	National indicator(s)	Explanation / Measure	Measure
		finding out what people think, we can make action plans for improvement.	
	Increase number of leisure visitors	We want more people to visit our Island and to spend more money when they are here. We will carry out visitor surveys to get this information.	Number of visitors
			Visitor spend per head for business visitors and leisure visitors
Increase the economic contribution from local food production	Increasing local food production is a win/win for the economy, consumers and our environment. Food that's produced locally means more money for the local economy and better quality produce. We will measure the value of local food production relative to our GDP (Gross Domestic Product).	The annual value (GDP) contribution from local food production*	
<b>We have a planning system which supports sustainable growth</b>	Improve confidence in the planning system	If we're getting our reform of the planning system right, people will have more confidence in the system. We will measure this through the social attitudes survey.	Public confidence in the planning system
	Reduce the time it takes to process complex planning cases	We want to ensure our planning system supports economic growth. One of the ways to do this is ensure that large and complex planning applications are dealt with quickly and fairly. We will measure and report on the time taken to process complex planning applications.	Time taken for Level 4 complexity applications to be processed*
	Improve the effectiveness of the planning system	If we're getting our reform of the planning system right, more planning applications should be right first time, with fewer decisions overturned at appeal. We will measure the number of decisions overturned at appeal.	The number of planning decision that are overturned through the appeal process*
<b>We have a natural and built environment which we conserve and cherish and</b>	Increase the level of conservation of our built environment	Our built environment is a part of our heritage. We want to make sure the right buildings are properly protected. We will reduce the	The number of buildings on the pending registration list*

Outcome	National indicator(s)	Explanation / Measure	Measure
<b>which is adapted to cope with the threats from climate change</b>		numbers of buildings pending decisions on registration.	
	Improvement in the water quality of our rivers	Sizeable populations of trout and salmon are indicative of a healthy river system. The Department monitors densities of young trout and salmon annually in many of the Island's rivers and streams.	Abundance of young salmon in specified rivers*
	Increase the proportion of clean beaches	We want our beaches to be clean and free of pollution. We will measure the number of our beaches which are deemed clean annually.	The number of beaches classified as "clean" out of the total number of beaches on Island.*
	Increase land actively cared for	It's important that our countryside is maintained and actively cared for. We will measure the amount of land that is subject to land management plans as a proportion of our overall land.	Land subject to beneficial land management practices as a % of total land (annual)*
	Reduce built infrastructure at risk from flooding	A sign that we are adapting to cope with the threats from climate change is the number of buildings that are at risk from flooding. We seek to reduce those at risk and will measure the value of the built infrastructure at risk from flooding to show how we're doing.	Value of built infrastructure at risk from flooding*
	Reduce CO2 emissions per home	In order to help meet our commitment to reduce greenhouse gases, we want to reduce the amount of CO <sup>2</sup> produced by households. We will measure the CO <sup>2</sup> emissions produced per home.	Estimated CO <sup>2</sup> emissions per home*
	Increase the use of our natural environment	Our glens, countryside, beaches and plantations are all an important part of the great quality of life on our Island. We want more people to use the outdoors which will help to improve people's health.	Number of people regularly using the outdoors (environment / beaches) for leisure activities

Outcome	National indicator(s)	Explanation / Measure	Measure
<b>We have affordable and accessible housing which meets our social and economic needs</b>	Improve the quality of rental properties in multiple occupation	We want ensure that houses in multiple occupation (HMOs) meet minimum standards of quality. That's why we will measure the number of reports to environmental health about unfit accommodation.	Number of reports to environmental health of unfit Houses in Multiple Occupation (HMOs) that are found to be material*

\* The National Indicator will be measured by data provided by this Department.

## KEY PERFORMANCE INDICATORS

The policies we will contribute towards and the measures which show whether we're making a difference

OUTCOME	POLICY STATEMENTS	KPI	Baseline	Target
We have a diverse economy where people choose to work and invest.	Maximise the social and economic value of our territorial seabed.	Increase the proportion of territorial seabed which is protected as marine nature reserve.	3% currently	2021 - 6%
We have utilities that support our Island, communities and business.	Support the three goals of energy security, the 2050 emissions reduction target and affordability to ensure an effective, secure and appropriate long term energy plan.	Contain the increase in greenhouse gas emissions.	2014 – 793,410 tonnes <sup>2</sup>	Contain
		Contain the % of average household income used for domestic energy purchase.	2013 – 5.54% <sup>3</sup>	Contain
We engage, participate and are respected internationally.	Deliver against our commitment to reduce our carbon emissions.	Increase the number of tonnes of biomass woodchip used for heating in the last 12 months.	648 tonnes	2021 - 900 tonnes
		The number of electric vehicles licensed.	March 2017 = 98 vehicles registered	250 by 2021
		The number of publicly accessible vehicle charging points.	April 2017 = 10	23 by end 2019
We are an Island where people choose to live and visit.	Make best use of our Island's land and seas for leisure and work through food, agriculture and fisheries strategies, plus	Increase the GDP created by the food sector.	Jan 17 - £91.3M	£125M by 2025
		Increase the number of jobs in the food sector.	Jan 17 - 1,780 jobs	2,000 jobs by 2025

<sup>2</sup> 2017 IOM in Numbers

<sup>3</sup> IOM Household Income and Expenditure Survey 2013 (Appendix 1. 4.4 - £43.89 out of £792.33 average. weekly expenditure)

OUTCOME	POLICY STATEMENTS	KPI	Baseline	Target
	tourism and recreational use that work together with our amazing environment.	Increase the number of inland fisheries licences sold.	2016 - 1,665	1,950 by 2021
We are an Island where people choose to live and visit	Build on and promote our UNESCO Biosphere accreditation for the benefit of our economy, environment and community.	The number of bodies using Biosphere as part of their marketing.	1 <sup>4</sup>	50 by 2021
	Take care of nature and wildlife so that our uplands, plantations, glens and rivers can help us deal with the challenges of a changing climate.	Increase the annual estimate of landscape contribution as Carbon sink.	4.76m. tonnes <sup>5</sup>	tbc
		Increase the number of beaches having sea water of a good standard for bathing.	<ul style="list-style-type: none"> <li>Meets the 1976 EU bathing water directive guideline 2016 – 7 (37%)<sup>6</sup></li> </ul>	90% of monitored beaches
We are an Island where people choose to live and visit.		Abundance of young salmon in three specified rivers.	2016 survey data: 0.163 fish/m <sup>2</sup> <sup>7</sup>	Maintain or increase density at each site. <sup>8</sup>
	Grow the visitor economy in the Isle of Man.	Increase the number of visitors quoting landscape as a priority for visiting.	2015 - 74% <sup>9</sup>	tbc

4 Figures are to be provided annually by the UNESCO Biosphere Isle Of Man (UBIOM) Stakeholder Partnership Group.

5 Total amount of stored carbon in Isle of Man soils (Manx Uplands Steering Group Issues and Opportunities).

6 This is a rolling average of 4 years individual results to minimise any distorting effect of variations in weather.

7 Data averaged from Glen Mooar, (Sulby River); Mullinaragher, (Santon Burn); Ronaldsway Halt, (Silverburn).

8 These levels are very sensitive to environmental influences such as flood events.

9 Visitor survey done by Strategic Marketing in 2015, interviewed more than 600 visitors on Island.

OUTCOME	POLICY STATEMENTS	KPI	Baseline	Target
We have a planning system which supports sustainable growth.	Shape and design a planning system informed by recent reviews and consultation.	Maintain the percentage of applications approved.	90%	90%
		Maintain the proportion of appeals that support the initial decision.	75%	80% by 2018
		Maintain the proportion of planning decisions within 8 weeks.	58%	70% by 2018
		Improve timescale for planning decision of complex cases.	119 days	110 days by 2019
		Increase the classes of Permitted Development.	As per current (2017) legislation	tbc
		95% of appeals completed within 6 weeks of inspectors' reports.	94%	95% by 2018
We have a natural and built environment which we conserve and cherish and which is adapted to cope with the threats from climate change.	Ensure appropriately licensed re-use, recycling and disposal of controlled waste, on and off the Island.	The proportion of categories <sup>10</sup> of controlled waste re-used, recycled and disposed of appropriately.	tbc	tbc

<sup>10</sup> Using the categorisation detailed in the European Waste Catalogue

OUTCOME	POLICY STATEMENTS	KPI	Baseline	Target
	Continue to invest in sea defences and in reducing flooding and coastal erosion risks for those areas identified as high risk in our national strategy.	The number of highest priority sites that have been addressed. <sup>11</sup>	0	24 by 2021
	Consider innovative approaches to supporting people to make their homes and businesses more energy efficient.	Reduce the annual average property energy consumption.	30GWh/yr/property <sup>12</sup>	28.5GWh/yr/property By 2021
		Increase the number of properties provided support under the intended Energy Efficiency Scheme, once introduced.	Scheme being developed	tbc
	Continue to develop protections for landlords and tenants in private rented accommodation.	Increase the number of Houses in Multiple Occupation registered in the preceding 12 months.	April 2017 - 1	All known properties registered by 2020
		The number of property interventions undertaken by DEFA Environmental Health Officers in the preceding 12 months which result in appropriate standards being achieved.	2016 – 16 property interventions	5 per year

<sup>11</sup> The 24 sites are listed in the National Strategy on Sea Defences, Flooding & Coastal Erosion.

<sup>12</sup> Space heating & electricity ~ 1,400 Gigawatt hour /year (42,000 households).

**The Department has commitments to the following strategies:**

<b>IOM Government strategic strategies</b>	
Vision 2020	<a href="https://www.gov.im/media/1347647/vision2020-leaflet.pdf">https://www.gov.im/media/1347647/vision2020-leaflet.pdf</a>
Destination Management Plan	<a href="https://www.gov.im/media/626699/iom-destination-management-plan-2016-2020.pdf">https://www.gov.im/media/626699/iom-destination-management-plan-2016-2020.pdf</a>
Programme for Government	Our Island, a special place to live & work <a href="https://www.gov.im/media/1354840/programme-for-government.pdf">https://www.gov.im/media/1354840/programme-for-government.pdf</a>
Isle of Man Development Plan	Comprises of the IOM Strategic Plan 2016 and relevant Area Plans which can be found here <a href="https://www.gov.im/policylibrary">https://www.gov.im/policylibrary</a>
<b>Climate challenge</b>	
Emissions Reduction Strategy	<a href="http://www.tynwald.org.im/business/opqp/sittings/Tynwald%2020142016/2016-GD-0031.pdf">http://www.tynwald.org.im/business/opqp/sittings/Tynwald%2020142016/2016-GD-0031.pdf</a>
National Strategy on Sea Defences, Flooding & Coastal Erosion	Webpage - <a href="https://www.gov.im/about-the-government/departments/environment-food-and-agriculture/environment-safety-and-health-directorate/national-strategy-on-sea-defences-flooding-and-coastal-erosion/">https://www.gov.im/about-the-government/departments/environment-food-and-agriculture/environment-safety-and-health-directorate/national-strategy-on-sea-defences-flooding-and-coastal-erosion/</a>  Summary - <a href="https://www.gov.im/media/1352048/national-strategy-on-sea-defences-flooding-and-coastal-erosion.pdf">https://www.gov.im/media/1352048/national-strategy-on-sea-defences-flooding-and-coastal-erosion.pdf</a>
<b>Land/seascape</b>	
Biodiversity Strategy	Webpage <a href="https://www.gov.im/about-the-government/departments/environment-food-and-agriculture/biodiversity-strategy-and-delivery-plan/">https://www.gov.im/about-the-government/departments/environment-food-and-agriculture/biodiversity-strategy-and-delivery-plan/</a>  Strategy <a href="https://www.gov.im/media/1346374/biodiversity-strategy-2015-final-version.pdf">https://www.gov.im/media/1346374/biodiversity-strategy-2015-final-version.pdf</a>
UNESCO Biosphere	DEFA Biosphere webpage <a href="https://www.gov.im/about-the-government/departments/environment-food-and-agriculture/biosphere-vannin/">https://www.gov.im/about-the-government/departments/environment-food-and-agriculture/biosphere-vannin/</a>  UNESCO Biosphere Isle of Man <a href="https://www.biosphere.im/">https://www.biosphere.im/</a>

Our Landscape, Our Legacy	<a href="https://www.gov.im/media/1352012/our-landscape-our-legacy.pdf">https://www.gov.im/media/1352012/our-landscape-our-legacy.pdf</a>
Future Fisheries	<p>Webpage <a href="https://www.gov.im/about-the-government/departments/environment-food-and-agriculture/fisheries-directorate/future-fisheries-strategy/">https://www.gov.im/about-the-government/departments/environment-food-and-agriculture/fisheries-directorate/future-fisheries-strategy/</a></p> <p>Sea Fisheries Strategy <a href="https://www.gov.im/media/1349731/sea-fisheries-strategy.pdf">https://www.gov.im/media/1349731/sea-fisheries-strategy.pdf</a></p> <p>Future Fisheries (the abbreviated version of Sea Fisheries Strategy) <a href="https://www.gov.im/media/1349730/future-fisheries.pdf">https://www.gov.im/media/1349730/future-fisheries.pdf</a></p>
Native Freshwater Fisheries Strategy 2015 – 2020	<a href="https://www.gov.im/media/1347857/native-freshwater-fisheries-strategy-2015-2020.pdf">https://www.gov.im/media/1347857/native-freshwater-fisheries-strategy-2015-2020.pdf</a>
Developing a reliable, sustainable, self-reliant Manx Agriculture	<a href="https://www.gov.im/media/725897/developing_a_reliable_sustainable_self_reliant_manx_agriculture.pdf">https://www.gov.im/media/725897/developing_a_reliable_sustainable_self_reliant_manx_agriculture.pdf</a>
Food Security Strategy (June 2014)	<a href="http://www.tynwald.org.im/business/opqp/sittings/20112014/2014-GD-0042.pdf">http://www.tynwald.org.im/business/opqp/sittings/20112014/2014-GD-0042.pdf</a>
Food Matters	<a href="http://www.wheretheyoucan.com/ibweb/res/pdf/Reports/Food-Matters-Dev-Strategy-2015-2025.pdf">http://www.wheretheyoucan.com/ibweb/res/pdf/Reports/Food-Matters-Dev-Strategy-2015-2025.pdf</a>
<b>Other</b>	
British Irish Council	Website <a href="https://www.britishirishcouncil.org/">https://www.britishirishcouncil.org/</a>