

Appendix 5.3

Outline Operational Management Plan



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Outline Operational Management Plan

Hillingdon Water Sports Facility Activity Centre

November 2025 Q2200454

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1 Introduction

Purpose

- 1.1 This Outline Operational Management Plan (OMP) accompanies a planning application for the Hillingdon Water Sports and Activity Centre (HWSFAC), Moorhall Road (the 'Development').
- 1.2 The purpose of the Outline Operational Management Plan (OMP) is to provide a framework of operating controls and procedures for future users HWSFAC to minimise disturbance to the special features of the Mid Colne Valley SSSI (i.e. assemblages of breeding and wintering birds) and protect the water environment. The OMP also includes standard operating procedures relevant to the future use of HWSFAC including measures which the Operator must adhere to.
- 1.3 The Applicant intend to refine and further develop the Outline OMP into a detailed OMP (or OMPs depending on operational requirements) in consultation with key stakeholders to include LBH, Natural England, Environment Agency and BSC. The detailed OMP would be subject to approval by planning condition.
- 1.4 This document sets out the principles and requirements for the detailed OMP and is structured as follows:
 - Section 2: Operating Parameters parameters for the future use of the facility, e.g. types and location of activities;
 - Section 3: Code of Conduct a code which all staff, volunteers and users must adhere to; and
 - **Section 4:** Lake Management Plan strategies and actions to protect and improve the water quality of Broadwater Lake and its hydro-morphology.
- 1.5 This Outline OMP is focused on the operation of HWSFAC however BSC members and anglers will also be required to adhere to the rules, restrictions and code of conduct.

Relationship With Other Management Plans

- 1.6 The other outline management plans are submitted with the planning application:
 - Outline Construction Environmental Management Plan (CEMP) sets out the
 measures to avoid, minimise or mitigate environmental effects associated with the
 construction stage of the Development. The Outline CEMP includes a Construction
 Logistics Plan at Annex 1 which sets out measures to manage construction traffic within
 Site and the surrounding area; and
 - Outline Mitigation and Ecological Management Plan (MEMP) provides a framework achieving favourable status for the Mid-Colne Valley SSSI and enhancing the value of Broadwater Lake. The Outline MEMP sets out the requirements for the detailed MEMP which will include adaptive management and monitoring measures to help secure the long-term conservation and enhancement of the SSSI and Broadwater Lake.

- 1.7 Detailed management plans will be developed in collaboration with key stakeholders, and will be secured through planning conditions.
- 1.8 Once the HWSFAC is operational, the Applicant is committed to an adaptive management approach whereby the detailed management plans are subject to review and update in response to monitoring data and stakeholder. Monitoring and regular reporting will allow progress to be measured against agreed goals and objectives so that remedial measures or amendments can be made to management plans where appropriate.

SSSI & Applicant's Statutory Duties

- 1.9 As a public body, the Applicant fully acknowledges its statutory duties under Section 28G of the Wildlife and Countryside Act 1981 to protect and enhance SSSIs as follows: "The duty is to take reasonable steps, consistent with the proper exercise of the authority's functions, to further the conservation and enhancement of the flora, fauna or geological features by reason of which the site is of special scientific interest".
- 1.10 The Applicant also has duties relating to operations they carry out on or likely to affect SSSIs and operations they permit that may affect SSSIs.
- 1.11 In the context of the HWSFAC development proposals, this statutory duty applies to all land within the Mid-Colne Valley SSSI that:
 - the Applicant will either own, manage, lease or rent to a third party;
 - could be damaged or affected by off-site activities; and/or
 - could be damaged or affected by planned activities by another party that they have been asked to approve – such as activities outside the boundary of the SSSI.
- 1.12 Although this document and the Outline Mitigation, Enhancement and Management Plan (MEMP) which also accompanies the planning application focus on the HWSFAC development primarily, the Applicant recognises that their statutory duties are to the Mid Colne Valley SSSI as a whole. The Applicant acknowledges the benefit of shared objectives toward this obligation in alignment with Natural England.
- 1.13 SSSIs are protected under the Wildlife and Countryside Act 1981, which is separate from the Town and Country Planning Act. Where 'Operations Requiring Natural England Consent' (ORNEC) are to be undertaken, written consent¹ from Natural England should usually be sought before proceeding. The Applicant would seek to agree an effective and efficient process for written consent to ensure that approval is correctly sought and adhered to in compliance with the requirements of the relevant wildlife legislation and conditions attached to the planning permission. Details would be agreed with Natural England and LBH as the planning authority, although it is anticipated this could include a Permit to Work system for the operational phase of the development where no works / tasks shall proceed without a valid Permit being in place.

Application for consent form must be filled out, available at: Notice_of_proposal_to_cause_carry_out_or_permit_operations_requiring_Natural_Englands_consent_on_a_site_of_special_scientific_interest__SSSI_.docx (live.com)

2 Operating Parameters

2.1 This section sets out the operational controls and parameters that will be enforced at the Site. BSC members and anglers will also need to adhere to the requirements where relevant.

Operating Periods

- 2.2 HWSFAC will only operate water sports and outdoor activities between 1 April and 31 September.
- 2.3 Land and water-based activities will take place between the hours of 10:00 and 15:00 throughout the week. Staff can be present on-site between 08:30 and 17:30.
- 2.4 Camping will be permitted on Friday and Saturday overnight.
- 2.5 BSC operating use will continue as existing from HWSFAC.

Type of Activities Permitted

- 2.6 BSC sailing uses will continue as existing from HWSFAC. No intensification is proposed.
- 2.7 HWSFAC will support the following land-based activities:
 - Outdoor team building activities;
 - Camping; Tents; Sheltered camping (for disabled children/adults, underneath shelter on hard surface near to toilet facilities); Indoor camping (for disabled children/adults inside Main Building).
 - Foraging;
 - Pond dipping;
 - Artificial above-ground caving system;
 - Environment training and education including bird watching.
- 2.8 HWSFAC will support the following water-based activities only:
 - Dinghy sailing and windsurfing in approved sailing area;
 - Kayaking/canoeing;
 - Dragon boats;
 - Stand up paddleboarding;
 - Raft building and use; and
 - Angling.
- 2.9 Maintenance associated with the above activities (such as cleaning or repairs), landscape and ecological management measures are also permitted within the operating hours.

Operational Workers

2.10 It is expected that HWSFAC will support 6 permanent staff, 14 seasonal staff and 10 adult volunteers. Seasonal staff will live in the Main Building in seasonal accommodation during the summer peak months only (i.e. July and August).

Number of Users

- 2.11 BSC use will operate as existing. No intensification of use is proposed. No more than 50 boats of any description shall use the demarcated sailing area (shown on Figure 1) of the lake at any one time.
- 2.12 Table 1 sets out the maximum number of people that are expected to use HWSFAC at any one time. These assumptions have informed the assessment of environmental effects.

Table 1: HWSFAC Users

HWSFAC Use	User Assumptions
Total Users	120 children and 12 adults plus HWSFAC staff at any one time.
Sailing and Windsurfing Use	12 children in 6 dinghies plus two adults in a safety boat at any one time. Occasional windsurfing (up to six windsurfers) is also permitted.
Other Water Based Activities	48 children and six adults plus HWSFAC staff at any one time.
Land Based Activities	60 children and six adults plus HWSFAC staff at any one time.
Camping	Up to 50 children and adults in total and any one time.

Location of Activities and Uses

- 2.13 Land-based activities will take place predominantly in the Camping Zone, Main Building although activity will be permitted elsewhere on the peninsula (see Figure 1 which shows permitted areas). Access to the wet woodland on the peninsula will be prevented by fencing.
- 2.14 Access to the shoreline will only be from the designated launching area at the Peninsula into the eastern channel. Access to any other part of the lake shore will be prohibited (except for Anglers – see below).
- 2.15 Water-based activities will be restricted to the areas shown on Figure 2. Landing on islands will be prohibited other than for habitat management or monitoring purposes.
- 2.16 BSC users and HWSFAC dinghies and windsurfers will be permitted to use the Sailing Area shown in Figure 2 which will be accessed via the eastern channel. The existing buoy line will be repositioned in accordance with Figure 2 to demarcate the Sailing Area.
- 2.17 All other water activities will take place in the eastern channel only (as shown by hatched area on Figure 2).

2.18 Angling will only be permitted on the north east and eastern shores of the lake as shown on Figure 3 and in the lagoon.

Vehicle Access and Parking

- 2.19 All vehicular access will be via Moorhall Road and the Access Road. Cars must park at the car park at the southern end of the peninsula or other disabled spaces. No vehicular access shall be taken from the hard surface access track via the gate to the north leading to Black Jacks Lock.
- 2.20 Users arriving by coach will be dropped off and collected within the designated coach drop-off area managed by staff on arrival.
- 2.21 No parking or queuing will be permitted on the Access Road.

Maintenance and Management

- 2.22 Maintenance activities will principally relate to invasive species and vegetation management, equipment maintenance and servicing, and monitoring. It is anticipated that maintenance and servicing would include the inspection, refurbishment, or replacement of faulty or broken equipment to ensure the continued effective operation of HWSFAC.
- 2.23 A schedule of maintenance activities should be included in the detailed OMP. Activities not included in the schedule of activities may require additional consent from Natural England (SSSI assent).

Standard Operational Procedures

- 2.24 As part of an on-going process to ensure safety and quality in all practice, the HWSFAC operator must have in place a Standard Operating Procedure document which is approved by LBH.
- 2.25 The Standard Operating Procedures (SOP) must be reviewed and updated on an annual basis. All members of staff, volunteers and support staff, who assist with the running of the HWSFAC MUST read, and sign to say that they have understood the SOP and supporting documents every 6 months. The Standard Operating Procedures document must include information on the following:
 - Organisation and Management, to include Roles and Responsibilities, Recruitment and Induction, Staff Training and Development.
 - Site Hazards identification of hazards on-Site relevant to operations.
 - General Procedures for all Activities, to include Adventure Activities Licensing Regulations requirements, Operating Hours, Matrix of Activities Against Qualifications, Risk Assessments, Staffing Ratio.
 - Specific Procedures for Land Based Activities, Water/Land Based Activities and Water Based Activities, and Other Activities.

- Groups Safety (Physical and Emotional), Accessibility, Safeguarding, Behaviour, Confidentiality.
- Emergency Procedures Responsibilities, Reporting Accidents and Incidents, Near miss/Minor Incidents, Major Incidents.
- Equipment Standards, Inspection, Storage and Maintenance, Damage or Suspect Equipment, Disposal of Old Equipment, Use of Equipment.
- Monitoring and Review.

Security and Safety

Security

- 2.26 Key user groups of HWSFAC will include children and young adults. The safety and security arrangements to be present at the Site will therefore contribute to the overall safety of all future users at the Site
- 2.27 Appropriate boundary treatment around the perimeter of the Site will be provided. This will include a small section of bespoke fence which will be located along the Grand Union Canal boundary which will be placed sensitively amongst existing trees and augmented with thorned native planting species depending on light conditions. Sections will include fence panel sections, thorny shrub planting, wire fences and trellises, to infill the open areas and strengthen more permeable vegetation. All boundaries must be adequately maintained and entrances controlled by staff to ensure they remain secure.
- 2.28 All users must sign-in at the Main Building when they enter the site and sign-out when they leave. Staff, members and approved organisations will be provided with a pass that enables access to the site
- 2.29 It is forbidden for users to pass on security code details. Any staff, user or member found sharing these codes in this manner will be barred from use.

Safeguarding

- 2.30 LBH is fully committed to safeguarding the welfare of all children, young people and vulnerable adults by taking all reasonable steps to protect them from neglect, physical, sexual or emotional harm. Permanent staff, and volunteers will at all times show respect and understanding for the rights, safety and welfare of all children and young people.
- 2.31 All staff and volunteers have a duty of care to safeguard and promote the welfare of children and young people. Everyone working with children and young people will be familiar with these procedures and have a duty to report any child protection or welfare concerns.
- 2.32 The HWSFAC operator will be required to evidence that:
 - A designated Safeguarding Lead is in place responsible for overseeing safeguarding procedures and responding to any concerns.
 - Staff and volunteers are fully vetted and adequately trained in safeguarding know how to recognise signs of abuse or neglect. Details of vetting procedures must be set out in the Standard Operating Procedures and agreed with LBH.

- Appropriate reporting procedures are in place if there is a suspicion of risk or significant harm.
- Safeguarding policies must consider the specific needs of all children and young adults, including those with disabilities or other vulnerabilities.
- 2.33 Measures to control unauthorised access (and associated anti-social behaviours) include a secure gate preventing access to the south shore of the lake (southern causeway), improved security along the boundary with the Grand Union Canal through strengthening of the existing hedgerow, and secure gates at the site of the former BSC. This will reduce visual disturbance to open water birds on the lake.

Water Safety

2.34 Drowning is a leading cause of accidental death in the UK. A comprehensive Water Safety Plan (WSP) should be developed by the Operator, outlining how the organisation will manage water safety from design to operation and maintenance, including design control, risk assessments, and operational procedures.

Flood Risk and Safety

- 2.35 The Operator must sign up to Environment Agency flood alerts and implement a Flood Warning and Evacuation Plan. The Plan must detail procedures to protect people and property from the dangers of flooding. It should include measures to raise awareness of flood risks, detailing flood warnings and lead times, define responsibilities, and establish evacuation procedures, safe means of escape, and safe refuge locations.
- 2.36 Staff must be suitably trained to ensure a safe and organised response in the event of flooding.

Biosecurity

- 2.37 Non-native invasive species can be spread in a variety of ways, for example in water, on clothing, equipment or other materials. Biosecurity measures to prevent the potential introduction and spread of a priority list of Invasive Non Native Species (INNS), diseases and parasites relevant to all HWSFAC and BSC operational and maintenance activities must be set out in the detailed OMP.
- 2.38 The detailed OMP must include the following biosecurity measures:
 - A designated Biosecurity Lead is in place responsible for overseeing biosecurity procedures and monitoring.
 - Staff, volunteer, user and contractor training and awareness, including signage.
 - Ensuring designated areas and equipment are available for managing biosecurity.
 - Fencing of invasive plant species to prevent accidental spread, where appropriate.
 - All previously used (i.e.- not new) equipment to be used must be thoroughly cleaned and dried to the touch PRIOR to lake access.
 - All equipment must be thoroughly cleaned before leaving the site if practicable, or when returned to storage.
 - A specific Angling Biosecurity Plan for anglers using the site.

- Cleaning stations / equipment should be available and runoff into the lake prevented
- Survey / monitoring programme and remedial / management measures as appropriate.
- No treatment, such as herbicide treatment, to take place without prior agreement of Natural England/Environment Agency and the supervision of an appropriately experienced individual.

Pollution Prevention and Emergency Response

- 2.39 Pollution prevention measures relevant to all HWSFAC and BSC operational and maintenance activities must be set out in the detailed OMP.
- 2.40 All Operators will be required to adhere to relevant Guidance for Pollution Prevention (GPPs) which set out environmental good practice guidance for pollution prevention, notably:
 - GPP 5: Works and maintenance on or near water
 - GPP8: Safe storage and disposal of used oils
 - GPP 13: Vehicle washing and cleaning.
 - GPP 22: Dealing with spills
- 2.41 The Operator should have in place a Pollution Incident Response Plan designed to deal with environmental incidents on site and provide pollution spill kits. The Plan should be designed in accordance with GPP 21: Pollution Incident Response Planning.
- 2.42 The detailed OMP must include the following pollution prevention measures as a minimum:
 - All staff, volunteers and visitors must be made aware of pollution responsibilities and receive adequate instruction and training as appropriate.
 - Regular inspection and management of SuDS to ensure effective runoff and attenuation;
 - Regular inspection and management of the clean cover / no-dig layers and protection from damage.
 - No chemicals should be used in operations or maintenance activities unless authorised by the Centre Manager.
 - All potential contaminants must be adequately stored and monitored with minimised use and on-site storage of chemicals.
 - Only dedicated areas should be used for the wash-off of equipment.
 - All foul waste should be directed to foul sewage system prior to discharge to the receiving watercourse.
 - No surface water or groundwater abstraction will be allowed.
 - Regular inspection of foul waste storage tanks.

3 Code of Conduct

General – Applies to all visitors

- All users must sign-in at the Main Building and sign-out before they leave. Inductions will include information on hazards and where you /your group can and cannot go, including any restricted areas or ecologically sensitive areas or as indicated by on-site signage.
- Visitors must behave in a reasonable manner and follow staff instructions at all times.
- All staff, volunteers and users should be treated with respect. Bullying or harassment of visitors or staff will not be tolerated.
- Please keep your distance to birds and behave in a manner which avoid frightening-off birds as far as possible, as this stops them eating and resting.
- All cars must be parked in designated car parking areas only. No parking is allowed on the Access Road. Only emergency vehicles and servicing vehicles or disabled users are permitted to drive beyond the car parking area.
- All vehicles must adhere to 10mph speed limit.
- The privacy of neighbours should be respected at all times.

The following are not allowed on the Site without the express and specific permission of the Centre Manager:

- Leaving litter or anything else, which may contaminate the SSSI.
- Entering the lake or other parts of the Site unless in authorised areas and under adult supervision.
- Release of any animal or wild plant.
- Removal of any plant or species without permission (with the exception of a few blackberries).
- Intentional or reckless damage to trees or other habitats.
- Interference with any apparatus or wildlife.
- Lighting must not be on at night time unless windows are appropriately (i.e. with blinds and curtains).
- Bringing dogs and other animals on-site (unless assistance dogs in agreement with Centre Manager).
- Entering the water for any purpose other than for BSC use or HWSFAC supervised activities.
- Swimming in the lake unless part of a supervised HWSFAC water-based activity.
- Entering upon any part of the Site other than by the paths or other means of access provided.
- The lighting of any fireworks, flares or other explosive devises.
- Shooting, trapping or hunting of any animal.
- The use of amplified music or announcements.

- Use of the outdoors as a public convenience.
- Use of recreational drones due to aerodrome safety risks.
- Use of metal detectors or digging on-site.
- Any other activity inconsistent with the quiet enjoyment of the nature reserve and the protection of its wildlife interest.

Lake Users

- Activities must be undertaken in accordance with the location and timing parameters set out in Section 2 of the Operational Management Plan unless otherwise agreed with LBH.
- Mooring at islands is not permitted.
- Only electric-powered safety boats will be used.
- The speed of motor boats will be limited to 3mph on the lake except in an emergency (such as capsizing).
- All users must wear buoyancy or personal flotation aids when entering the water.

Equipment

- All equipment must meet modern safety standards and be approved for use by HWSFAC or BSC.
- All equipment must be stored in HWSFAC buildings.
- All equipment must be cleaned and dried to prevent the spread of non-native species.
- Installation of temporary storage structures are not permitted on-site (e.g. shipping containers, sheds, lean-to's or portacabins).
- Boats must be registered and stored in designated boat parking areas.
- Private boats cannot be stored on-site without use for longer than 12 months. Any nonregistered or abandoned boats will be removed from the site

4 Lake Management Plan

- 4.1 This section presents the principles of lake management measures and monitoring for the Broadwater Lake waterbody that will be implemented during operation of HWSFAC. These measures relate to water quality, flood risk and hydro-morphological protection and enhancement are set out below. Measures relevant to the construction are set out in the Outline CEMP. Pollution prevention measures relevant to the operational use of the HWSFAC are provided in Section 2.
- 4.2 The information and measures to be included in the detailed OMP will be developed in further consultation with LBH (Lead Local Flod Authority), Natural England and the Environment Agency as appropriate.
- 4.3 The detailed OMP should include a Lake Management Plan. An example structure and contents for the Lake Management Plan is set out below

Aspect	Content		
Introduction			
e.g. Aims & Objectives Roles & Responsabiliites	Purpose of the Plan and roles and responsibilities for implementation /monitoring.		
Site and Lake Description			
e.g. Site Description Lake Bathymetry and Hydromorphology Lake Biology Current WFD Status Water Quality Other Monitoring	Description of the lake, its ecology, hydromorphology and chemistry, and current status. This will inform management measures and form the baseline which progress will be monitored against.		
Issues and Current Management Approaches			
e.g. Eutrophication Invasive non-native species (INNS) Fish (including eels) and angling Hydrological Issues Hydromorphological Issues Unauthorised use Other issues / risks	An outline of current and future issues and stressors relevant to the management of the waterbody including consideration of climate change.		
Operational Risks to the Water Environment			
e.g. Water-based activities	A description of HWSFAC operating risks and aspects		

environment.

which could give rise to adverse effects on the water

Pollution Prevention Measures

Maintenance and equipment storage

Land-based activities

Aspect	Content	
e.g. Waste management Watercraft pollution control Erosion and sediment control Pollutant use and storage Public education	A description of pollution prevention measures which need to be in place, how these would be implemented and by who.	
Objectives & Management Actions		
Objectives, Management Actions & Rationale	 Objectives and actions to achieve should be set out. For example: Achieve and maintain high water quality and biological standards under the WFD, Favourable condition under SSSI common standards for Broadwater Lake Unit. Achieve a reduction in turbidity in the lake for the benefit of aquatic flora and fauna. Remove alien aquatic invasive plants and fauna from Broadwater Lake where possible Ensure all operations protect eels and identify opportunities to enhance the value of the lake for eel. Provide suitable facilities for HWSFAC and BSC users to enjoy the lake whilst mitigating for increased erosion or an increase in activities. Liaise with adjoining landowners, statutory bodies and other stakeholders as relevant to the water environment. Monitor the biological and chemical features of the site and institute a monitoring programme to track progress against. 	
Monitoring & Review		
Groundwater Surface water Ecology (to be set out in MEMP)	A comprehensive suite of environmental monitoring will developed and implemented before, during and after the Development to ensure the measures are effective and that they can be reviewed and modified should this be necessary, and to demonstrate the effectiveness of the embedded measures. Water quality monitoring is likely to include water pH, dissolved oxygen, nutrient levels, pollutants and water temperature. The detailed OMP should set out the procedures for regular review and monitoring of the plan and adjust actions accordingly.	

5 Roles and Governance

- 5.1 LBH will be the responsible body for preparing and monitoring the detailed OMP. The detailed OMP will define roles, responsibilities and actions required in respect of implementation of the measures described in this Outline OMP.
- 5.2 It is envisaged that Advisory Group and/or Management Board will be established to oversee the implementation of the management plans and make recommendations/ decisions to ensure the goals of the Development are met. LBH are very experienced with this type of arrangement having set up the Ruislip Woods Management Advisory Group in 1982 to oversee the implementation of a Long Term Management Plan (LTMP). The Advisory Group comprises statutory bodies and relevant stakeholders. It is responsible for overseeing the implementation and progress of the management plans and provides periodic reports to LBH on developments and outcomes.
- 5.3 Key stakeholders will be invited to join the Advisory Group and/or Management Board or interested parties can apply to join. Regular meetings will be held where LBH will provide progress updates against the scheme goals and objectives. The Advisory Group and/or Management Board will allow stakeholders to raise issues with LBH and will act as a forum to discuss relevant issues in relation to the operation of HWSFAC.

6 Monitoring and Review

- 6.1 Monitoring and reporting will be undertaken for the duration of the operational phase in order to demonstrate the effectiveness of the measures set out in the OMP(s) and allow for corrective action to be taken where necessary.
- 6.2 A comprehensive suite of environmental monitoring will developed and implemented before, during and after the Development to ensure the measures are effective and that they can be reviewed and modified should this be necessary, and to demonstrate the effectiveness of the embedded measures. This is controlled by the MEMP. The detailed OMP should set out the procedures for regular review and monitoring of the plan and adjust actions accordingly.
- 6.3 As part of the monitoring process a designated Site Manager will observe site activities and report any deviations from the OMP(s) in a logbook, along with the action taken and general conditions at the time. In addition, the Site Manager will conduct regular walkover surveys which will be documented and arrange regular formal inspections to ensure the requirements of the OMP(s) are being met. The Site Manager would also act as day-to-day contact with LBH and other regulatory agencies such as Natural England.

7 Figures

Figure 1: Location of permitted land-based activities EASTERN CHANNEL All drawings are based upon site information supplied by third parties and as such their accuracy cannot be guaranteed. All features are approximate and subject to clarification by a detailed topographical survey, statutory service enquiries and confirmation of the legal boundaries. Do not scale the drawings. Figured dimensions must be used in all cases. All dimensions must be checked on site. Any discrepancies must be reported in writing to Colour-UDL before proceeding. All drawings are copyright protected. Refer to full Terms & Conditions at www.colour-udl.com SUBMERGED T Heat Map Key No access / No activity Low noise and movement activity oustic fence example: Gramm Eco SoundBlok

Figure 2: Location of permitted water-based activities

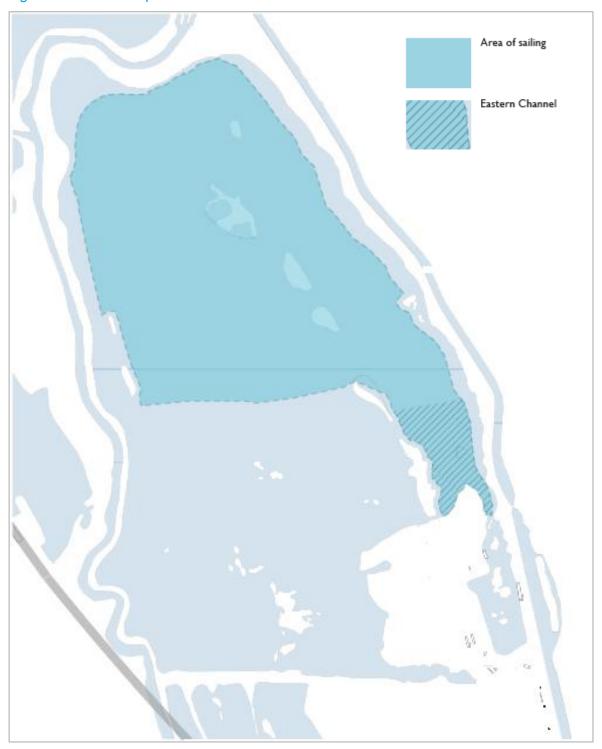


Figure 3: Location of permitted angling uses

