

**Table 4 – SWOT Analysis**

Strengths	Weaknesses	Opportunities	Threats
<b>Option 1 – Retention of Arbroath and new centre at Forfar/Kirrie, full closure of Montrose, Monifieth, Carnoustie, Kirriemuir and Brechin Recycling Centres</b>			
<ul style="list-style-type: none"> <li>• £250k savings target will be exceeded</li> <li>• Roller packers (for compacting waste in skips) available at both sites, which would increase payloads of skips and reduce number of skip movements</li> <li>• Same opening hours and 7 days access to Centres as present</li> <li>• Development of new site and redevelopment of existing site would mean improved layout, less traffic congestion and less customer waiting times</li> <li>• Development of new site and redevelopment of existing site would provide opportunities to expand recycling and reuse of materials collected on site</li> </ul>	<ul style="list-style-type: none"> <li>• Increased distance to travel to nearest Recycling Centre for a large proportion of Angus residents</li> <li>• Significant increase in traffic at remaining Centres</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a new facility to serve Forfar, Kirriemuir and surrounding areas</li> <li>• Upgrade and development of existing Arbroath (better designed facilities for public and council operations)</li> <li>• Potential partnership agreement with Dundee City Council regarding use of Baldovie Recycling Centres by south Angus residents</li> <li>• Opportunities for partnerships with not-for-profit groups to run reuse shops at larger retained centres</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic congestion at remaining Centres causing delays for customers</li> <li>• Increase in fly tipping incidents linked to reluctance to travel further to recycling centre</li> <li>• Unable to reach agreement with Dundee City Council for south Angus residents to use Baldovie facility</li> </ul>

Strengths	Weaknesses	Opportunities	Threats
<b>Option 2 – Retention of Arbroath and Montrose Centres, new centre at Forfar/Kirrie, full closure of Monifieth, Carnoustie, Forfar, Kirriemuir and Brechin Recycling Centres</b>			
<ul style="list-style-type: none"> <li>Same as option 1 but retains 3 rather than 2 Centres, therefore providing better geographic coverage</li> </ul>	<ul style="list-style-type: none"> <li>Same as option 1 but not as significant as retains 3 rather than 2 Centres</li> </ul>	<ul style="list-style-type: none"> <li>Same as option 1 but would include development of existing Montrose centre</li> </ul>	<ul style="list-style-type: none"> <li>Same as option 1 but traffic congestion would not be as severe and risk of fly tipping lowered</li> </ul>
<b>Option 3 - Retention of Arbroath and Montrose Centres, new centre at Forfar/Kirrie, full closure of Monifieth, Forfar and Kirriemuir Recycling Centres. Weekend (Saturday/Sunday) opening only for Brechin and Carnoustie</b>			
<ul style="list-style-type: none"> <li>Retains 5 out of current 7 Centres therefore reduces number of residents facing increased travel distance to nearest Centre</li> <li>All 5 Centres would be opened on busiest days (weekends)</li> <li>Same opening hours Monday to Friday as present at 3 busiest Centres</li> </ul>	<ul style="list-style-type: none"> <li>Would not meet £250k saving target</li> <li>Weekend only opening at Brechin/ Carnoustie will not be suitable for all customers</li> <li>Inefficient as general waste skip and garden skip may need emptied before full (undesirable to leave waste in skip for 5 days)</li> <li>RollerPackers to compact waste not readily available at all sites</li> <li>Retains sites where there are no or limited opportunities for expanding recycling and reuse</li> <li>Retains sites where there are congestion issues and queuing traffic onto main roads. This would be exacerbated by reduced opening</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Same as option 1 but would include development of existing Montrose centre</li> </ul>	<ul style="list-style-type: none"> <li>Same as option 1 plus Fly-tipping at gates on closed days at Brechin and Carnoustie</li> </ul>

Strengths	Weaknesses	Opportunities	Threats
<b>Option 4 - Retention of Arbroath and Montrose Centres, new centre at Forfar/Kirrie, full closure of Monifieth, Forfar and Kirriemuir Recycling Centres. Forfar/Kirrie (new centre), Arbroath and Montrose opening hours changed to 11am to 4pm, 7 days per week. Carnoustie and Brechin only opened Friday to Monday.</b>			
<ul style="list-style-type: none"> <li>£250k savings target will be approximately met</li> <li>Retains 5 out of current 7 Centres therefore reduces number of residents facing increased travel distance to nearest Centre</li> <li>All 5 Centres would be opened on busiest days (weekends)</li> <li>Brechin and Carnoustie open on Fridays &amp; Mondays, therefore covering public holidays when sites busier (option to change to Tuesday and Thursday instead)</li> </ul>	<ul style="list-style-type: none"> <li>Same as above apart from savings target met</li> <li>Delayed morning opening (11am) will be inconvenient for some including commercial users</li> <li>Reduced opening hours will lead to increased traffic congestion at sites</li> </ul>	<ul style="list-style-type: none"> <li>Same as option 1 but would include development of existing Montrose centre</li> </ul>	<ul style="list-style-type: none"> <li>Same as above, plus risk of significant public objection to delayed morning opening and early closing</li> <li>Merit of significant investment in a new centre questionable if only open 5 hours per day</li> </ul>
<b>Option 5 - Retention of Arbroath and Montrose Centres, new centre at Forfar/Kirrie, full closure of Monifieth, Forfar and Kirriemuir Recycling Centres. Arbroath opening hours 9am to 4pm, 7 days per week; Forfar/Kirrie (new centre) and Montrose opening hours 12noon to 4pm, Mon to Friday &amp; 9.15am to 4pm Sat &amp; Sunday. Carnoustie &amp; Brechin only open Friday to Monday.</b>			
<ul style="list-style-type: none"> <li>Same as above plus one Centre (Arbroath) open from 9am, therefore option to travel to Arbroath if access urgently needed in morning. Also extended weekend opening remains same as present</li> </ul>	<ul style="list-style-type: none"> <li>Same as above but even less opening hours mid-week. Impact of this may be reduced by keeping Arbroath open in mornings and extended weekend opening remaining</li> </ul>	<ul style="list-style-type: none"> <li>Same as option 1 but would include development of existing Montrose centre</li> </ul>	<ul style="list-style-type: none"> <li>Same as above, plus customer confusion relating to different opening hours between centres and days of the week.</li> <li>Increased fly-tipping at gates of centres due to confusion over opening hours</li> </ul>