

Table 4 – SWOT Analysis

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

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

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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.			
<ul style="list-style-type: none"> £250k savings target will be approximately met Retains 5 out of current 7 Centres therefore reduces number of residents facing increased travel distance to nearest Centre All 5 Centres would be opened on busiest days (weekends) Brechin and Carnoustie open on Fridays & Mondays, therefore covering public holidays when sites busier (option to change to Tuesday and Thursday instead) 	<ul style="list-style-type: none"> Same as above apart from savings target met Delayed morning opening (11am) will be inconvenient for some including commercial users Reduced opening hours will lead to increased traffic congestion at sites 	<ul style="list-style-type: none"> Same as option 1 but would include development of existing Montrose centre 	<ul style="list-style-type: none"> Same as above, plus risk of significant public objection to delayed morning opening and early closing Merit of significant investment in a new centre questionable if only open 5 hours per day
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 & 9.15am to 4pm Sat & Sunday. Carnoustie & Brechin only open Friday to Monday.			
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Same as option 1 but would include development of existing Montrose centre 	<ul style="list-style-type: none"> Same as above, plus customer confusion relating to different opening hours between centres and days of the week. Increased fly-tipping at gates of centres due to confusion over opening hours