Appendix E: Operational Detail

Option 1: Closure of Service

1a. Should the service close at the end of the current financial year, the income/expenditure position would be as follows:

TOTAL INCOME 24/25	TOTAL EXPENDITURE 24/25	**DEFICIT**
£66,254	£180,620	**£114,366***

*This projected figure does not account for redundancy payments or potential income from sale of stock.

Option 2: Relaunch/Restructure of service

2a. An illustrative revised offer would include:

- Topic collections: 30 non-fiction books per term,
- Fiction collections: 30 fiction books per term,
- Group reading sets: 6 group reading sets of between 5 and 7 books per term,
- Artefact loan: dual pricing structure based on size/contents of each package,
- Artefact plus: loan of artefacts plus a curriculum-tailored experience (see Appendix C for examples.)

2b. A simple subscription model could also be offered on request; this would include the first four items from the package listed above and an annual subscription to the service's ebook provider. Each of the above items would be costed on a fixed-rate basis with the possibility of loaning additional books at a fixed rate per item. With a move from the subscription model, it is not possible to conduct a like-for-like comparison – or indeed, an indicative percentage increase - on income. The figures below are therefore illustrative and assume that schools will buy-in based on the feedback provided in the consultations and/or their current buy-in. The school information below is based on the latter but schools will have the ability to construct their own package according to affordability.

School A (less than 30 NOR):	Current cost per term =	£122.50
	Proposed cost per term option A =	£210 (by package)
	OR	
	Proposed cost per term option B =	£125.64 (by item)
School B (c.400 NOR):	Current cost per term =	£1,100
	Proposed cost per term =	£1,115

School C (c.150):	Current cost per term =	£476
	Proposed cost per term =	£525

MODEL*	INCOME	EXPENDITURE**	SURPLUS/DEFICIT
23/24 levels of buyback	£266,895	£163,610	**£103,285**
Mid-range/modest buyback	£211,551	£163,610	**£47,941**
24/25 levels of buyback	£144,403	£163,610	**£19,207**

*The model is based on one full academic or financial year and assumes that artefact loans will remain at the same levels of buyback and around 5-10 schools will buy-in the new artefact plus offer.
**Expenditure assumes that the service will move to alternative accommodation, reduce vehicle/fuel costs and some internal recharges.

2c. In the current financial year, any relaunch would only allow for one term of income. Indicative in-year figures are as follows:

Income based on 23/24 levels	£155,219	Deficit: £25,401
Income based on 24/25 levels	£114,388	Deficit: £66,232

Option 3: Reduction of Service

3a. Using projections outlined in option 2, the resulting financial impact is as follows:

Income based on 23/24 levels	**Surplus of:**	**£119,215**
Income based on mid-range assessments	**Surplus of:**	**£63,871**
Income based on 24/25 levels	**Deficit of:**	**£3,277**

3b. A reduction which took effect from 1st January 2025 would offer minimal in-year savings of around £6,129.

Option 4: Outsourcing or subsuming the service

4a. This would be predicated on the following:

- Retaining one PT (0.5) member of SLS staff (redundancy costs are outlined in option 1)
- Renting reduced storage space
- Estimated fuel costs associated with private vehicle use,
- Income based on number of artefact loans in 2023/24 plus a modest artefact plus projection.

INCOME	EXPENDITURE	DEFICIT
£19,335	£21,034	£1,699