Annex 1

| Cost Structure | ructure | | | | | | Revenue Streams | | | | | | |
|---------------------------|---------------------------------------|---------------------------------------|------------|------------|----------------------------|----------|---------------------|----------------|-----------------|----------------|--------------------------|----------------------------|------------|
| Timeline | 18/19 | 19/20 | 20/21 | 21/22 | Current budget 22/23 | Note Ref | Timeline | 18/19 | 19/20 | 20/21 | 21/22 | Current budget 22/23 | Note Ref |
| | _ | | | | | | | | | | | | |
| Salaries | 157,702.00 | 152,116.00 | 176,087.00 | 194,097.00 | 210,950.00 | 001 | Gateway | | | 1 | 1 | 1 | |
| Central Salaries | 30,653.00 | 30,340.00 | 59,940.00 | 67,363.00 | 69,150.00 | 002 | Gateway – KCC | -130,729.28 | -116,075.57 | -139,842.00 | -141,892.00 | -130,000.00 | 021 |
| Depart Admin | 79,429.00 | 81,639.00 | 85,271.00 | 110,344.00 | 111,700.00 | 003 | Gateway - | -9,878.52 | -11,674.86 | 0 | -225 | -4,000 | 022 |
| | | | | 1 | | | Partner | 0 | -8,921.27 | 0 | 0 | 0 | 023 |
| Building repairs | 7,596.93 | 5,939.67 | 11,294.78 | 2,534.44 | 5,350.00 | 004 | Box Office | | | | | | |
| Main – General | 36,745.96 | 58,938.28 | 62,832.16 | 32,769.64 | 28,200.00 | 005 | F (A !!! | | | | | | |
| No Current Asset | | | | | | 006 | Events /Activities | 12.272.60 | 20.407.04 | 4 700 00 | 10.004.40 | 25.000.00 | 004 |
| depreciation | | | | | | | Lawn Events | -13,373.69 | -30,107.04 | -1,700.00 | -19,901.40 | -35,000.00 | 024 |
| | 50,000,75 | 67.007.04 | 64.070.04 | 74.440.00 | 74 400 00 | 227 | Chamber Weddings | -4,485.00 | -11,221.91 | -5,111.83 | -18,729.21 -13,024.16 | -15,000.00 | 025 |
| Grounds | 69,000.76 | 67,237.31 | 64,073.31 | 71,140.93 | 71,400.00 | 007 | Artisan Market | -9,550.01 0 | -12,916.66 0 | -3,229.16 0 | -13,024.16 | -18,000.00 0 | 026 027 |
| Maintenance | | | | | | | Paranormal | -1,310.00 | -1,159.18 | -900.00 | -2,874.99 | 0 | 027 |
| | 1 0 10 10 | 7.046.44 | 205.00 | 5 605 50 | 11 222 22 | 200 | Paranormai | -1,310.00 | -1,159.18 | -900.00 | -2,874.99 | U | 028 |
| Marketing/promoti | 4,949.49 | 7,316.11 | 805.00 | 5,625.59 | 11,300.00 | 008 | Castle Tour | -16,231.73 | -12,272.66 | -6,871.66 | -17,568.89 | -25,000.00 | 029 |
| ons | | | | | | | /Educational | -10,231.73 | -12,272.66 | -0,8/1.00 | -7,423.57 | -25,000.00 | 030 |
| 1.6 | 5 777 00 | 2.547.52 | 402.40 | 4.050.22 | 2 000 00 | 000 | /Educational | -11,905.72 | -11,900.09 | 0 | -7,423.37 | 0 | 030 |
| Information Technology | 5,777.00 | 3,517.53 | 482.48 | 1,850.32 | 2,800.00 | 009 | Shop | -4,489.4 | 1,979.95 | -1,227.56 | -6,519.71 | -3500.00 | 031 |
| Utilities | 2,397.48 | 2,768.13 | 2,001.23 | 1,966.09 | 2,350.00 | 010 | | | | | | | |
| | | | | | | | Marketing | | | | -105.00 | | 032 |
| Insurance | 7,810.86 | 9,570.56 | 12,047.28 | 13,656.79 | 14,650.00 | 011 | | | | | | | |
| | | | | | | | Mooring Fees | -129.17 | -355.68 | -87.04 | -262.50 | -300.00 | 033 |
| Security | 37,189.09 | 36,861.45 | 31,998.37 | 35,746.07 | 38,000.00 | 012 | | | | | | | |
| | · · · · · · · · · · · · · · · · · · · | · · · · · · · · · · · · · · · · · · · | | | | | Commission | -677.55 | -904.72 | -406.90 | -301.26 | -750.00 | 034 |
| Dev Art Support | 6,107.82 | 2,588.42 | 0 | 0 | 0 | 013 | Concessions | -750.00 | 0 | -200.00 | 0 | 0 | 035 |
| Dev Event Support | 30,161.18 | 26,568.44 | -51.62 | 21,304.50 | 22,000.00 | 014 | | | | | | | |
| | | | | | | | Rent – | | | | | | |
| Purchases | 8,160.14 | 8,816.12 | 6,126.98 | 6,426.78 | 9,500.00 | 015 | CAB | -20,423.83 | -22,990.74 | -21,898.64 | -21,980.63 | -16,700 | 036 |
| Exhibits | 975.50 | 1,432.89 | 0 | 0 | 2,000.00 | 016 | Historical | -2000.00 | -2,000.00 | -2,000.00 | -2,000.00 | -2,000 | 037 |
| | | | | | | | Society | | | | | | |
| Historical Society | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 017 | | | | | | | |
| | | | | | | | Total | -227,933.90 | -242,827.03 | -183,474.79 | -258,573.32 | -250,250.00 | |
| Other | 5,356.80 | 8,699.90 | 6,928.90 | 9,119.90 | 8,950.00 | 018 | | | | | | | |
| | | | | | | | | | | | | | |
| Total | 292,013.01 | 506,349.81 | 521,836.87 | 575,945.05 | 610,300.00 | | | | | | | | |

| Ref: | Comment | Ref: | Comment |
|------|---|------|--|
| 001 | | 021 | The payment from Kent County Council is to have the space within Tonbridge Castle ground floor to operate a Gateway, where various services can be provided to the public. |
| 002 | | 022 | Partner income is where different organisations rent front counter desk space or interview room to see members of the public by appointment. Drop in organisations post Covid. |
| 003 | | 023 | Box office relates to selling tickets in advance for forthcoming events. Identified growth area to sell tickets for events within Borough on commission bases. |
| 004 | | 024 | Breakdown of Lawn events on page 55 |
| 005 | | 025 | Conferences – Meetings – Art Classes – Event bookings – Teas/Coffees - |
| 006 | Financial services have suggested taking No Current Asset depreciation out of Costs | 026 | Weddings take place in the Castle Chamber as well as the Gatehouse - Identified growth area to have package of Marquee on Castle Lawn |
| 007 | | 027 | New Activity – Held every forth Sunday from June until November |
| 008 | | 028 | We have groups of people who stay overnight in the Gatehouse to interact and investigate phenomena activity pertaining to ghosts. |
| 009 | | 029 | Gateway tours tickets include an audio guide to take the user around the Gatehouse and grounds. 50 pence from each ticket sold is ringfenced to reinvest in Exhibits/Castle tourism facilities. |
| 010 | | 030 | School trips to the Castle include, either an escorted tour or tour and workshop held in the Castle Chamber. |
| 011 | | 031 | Shop profit is currently calculated by taking years sales from the value of stock in hand at the years end. Current focus is on stocking items with high margins, on profit on return. |
| 012 | | 032 | Appropriately placed adverts in trade publications and initiates with Visit Kent or English Tourist Board. |
| 013 | | 033 | Mooring fees is dependent on visiting river traffic and tends to seasonal |
| 014 | | 034 | Commission from sales at Tourist Information Centre for events (Boat permits / Music Weekend) |
| 015 | | 035 | Rental for catering concession at Tonbridge Castle |
| 016 | | 036 | Citizens Advice current Tenant agreement runs until July 2024. In 2022 they reduced their footprint by two rooms, which we are letting out to another charity called "Protection against stalking" for 1 year lease of £6,500 from August 2022 |
| 017 | The Historical Society are funded £2,000 a year by TMBC, which is paid from Budget D37PA 000 47008, Grants & Payments - Charitable & Voluntary org's | 037 | The Historical Society are funded £2,000 a year by TMBC, which is paid from Budget D37PA 000 47008, Grants & Payments - Charitable & Voluntary org's |
| 018 | | | |
| | To understand what is behind the Gateway fittings and fixtures, planning has recommended a non-intrusive heritage survey - £5,000, and Utility survey (water / electricity) - £5,000 to be completed. | | |