

INCOME GENERATION WORKING PARTY  
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## **INCOME GENERATION WORKING PARTY EXPRESSIONS OF INTEREST**

### **Tim Butcher**

I would like to join the Income Generation Working Party as I believe that I can make a meaningful contribution.

For the last two years I have chaired the Income Maximisation Workshop for Buckinghamshire Council.

This working party has had several work streams, and the actual income generated from the first phased exceeds £1m of which £690k will be received by May 2025.

The next phase is expected to generate an additional £2M to £3M by the end of the current financial year.

This was all income generated for the Council Tax Fund which in the City's case would be City Fund.

I strongly believe that the working party should concentrate on quick wins and in particular City Fund where there is a need to maximise the income opportunities as soon as possible. I know from experience that a working party of this nature needs the support of the senior officer leadership team with a dedicated officer to make this happen. In Buckinghamshire, the previous 151 officer was tasked with leading the officer support team and without that input progress would have been slower.

I have the experience and the determination to assist the Corporation in generating much needed new streams of income.

I hope the selection panel will consider adding my name as a member of this working party.

### **Jason Groves**

I would like to express an interest in joining the Income Generation Working Party. As one of the members of the Policy & Resources Committee who has consistently championed the need to develop a more commercial mindset, I would like to join the group helping to steer the shape of what that change would look like.

As someone who has worked in the commercial world – and been involved in business development in not-for-profit organisations consistently since leaving university, I would bring the experience of what can succeed and what is unlikely to work.

On the commercial side, I have been both a marketing director and also a purchaser of services, so have seen what a good proposition looks like from both angles. Likewise, I have a good understanding of what it means for an organisation to develop messages that resonate with key target audiences.

As a member of the Policy Authority Board and Hampstead Heath Committee, I am already involved with two aspects of the City that would benefit from a sharper focus on this area.

I look forward to supporting the Corporation's progress in this area.

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#### **Madush Gupta**

- Commercialisation must be a central pillar of our financial strategy. I've repeatedly stood up in Court and Committee to advocate for a professional, Corporation-wide commercial and partnership function to unlock sustainable income.
- As a member of the Finance and Investment Committees, I use my commercial acumen to support and challenge officers to think differently—backing a shift from internal subsidy to long-term, outward-facing sustainability.
- I was a vocal proponent of the Charities Review and Funding Framework—our most important paper this term. It empowers our institutions to build partnerships, grow external income, and fundraise with confidence.
- This is not about austerity. It is about harnessing the full potential of our assets through enterprise, philanthropy, and long-term vision—be it Hampstead Heath, Epping Forest, Guildhall School, or Leadenhall Market.
- I bring over 30 years' commercial experience: Lloyds Banking Group, JP Morgan, and two start-ups. I've delivered large-scale partnerships across public and private sectors—from Elstree Studios to Central St Martins.
- Within the Corporation, I've taken a leadership role in shaping how we secure the long-term commercial future of Leadenhall Market—aligning commercial viability with heritage stewardship.
- Commercialisation is not a quick fix—it's a cultural shift and I am an experienced cultural changemaker. I'm committed to helping embed it.

#### **Tim Hailes**

I would like to be considered for membership of the Income Generation Working Party recently established by Policy & Resources.

As one of the Members most proactive in supporting our collective efforts to seek to leverage our heritage assets, commercial opportunities, and advertising (including raising Questions at Common Council and in Grand Committees) I have demonstrated a strong stakeholder interest in this topic. In addition, as Chairman of The Lord Mayor's Show Limited, I have been leading what will be the first steps towards practical implementation with the LMS 2026 through advertising, sponsorship, and merchandising.

I have demonstrated through my chairmanship of OPPSC and RREC a strong and disciplined focus around budget management and achieving value for money. As the holder of both Aldermanic office and prior service in the Shrievalty I have a keen sense of the delicate balance required to maintain our history, tradition and custom (all essential to our "brand") whilst moving with the times to remain relevant and exploit new opportunity when it presents itself to us.

I believe this to be a significant opportunity for our organisation and would like to play an active part in driving it forward to the next stage.

#### **Caroline Haines**

## **INCOME GENERATION WORKING PARTY EXPRESSIONS OF INTEREST**

I would like to apply for this Working Party because assets across the Natural Environment are a vital part of the forward-looking plan to generate income. The voice of someone intimately involved in the Complimentary Land Policy discussions - especially around housing provision - is vital - but we have already begun building an income generating culture across our 8 charities which would provide positive input into the discussions.

As outgoing Chair NEB and incoming Chair, Epping Forest and Commons I will be the pivot for discussions around all our assets within NE - and I am also VC Policy. I have been involved in the intense discussions around other income generating projects, especially West Ham Park (the sale of the nursery site) and HAC in Port Health. I have long advocated that our schools (including the MAT) could be utilised more effectively to raise funds to benefit the centre and not just themselves and have begun work at GSMD to consider how that world leading brand can be monetised.

We must be seen to be drawing the creative voices of a wide range of members and officers into the loop and it should not just be finance (in both senses, committee and profession) who should be represented. Divisions cannot be 'talked about' or policy recommendations made on their behalf without key input at the working group stage. Income generation requires a massive cultural shift within an organisation where historically personnel did not have to think in those terms.

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### **Stephen Hodgson**

I am a newly-elected member of the Court recently appointed to the Finance Committee and elected to the Projects and Procurement Sub-Committee and the Efficiency and Performance Working Party.

Outside the City Corporation, I am a Chartered Accountant with more than 18 years of professional experience including 11 years in two “Big 4” accountancy firms.

I am aware of the financial challenges and opportunities facing the City Corporation and the importance of exploring and realising new sources of income through a variety of means within the unique context of the City Corporation, its history, its role, and its resources. I am also well-placed to ensure a joined-up approach spanning the different committees and working parties to which I belong.

I have the requisite skills, experience, and commitment to make a positive impact on the production and delivery of a new income generation strategy to improve the City Corporation’s financial sustainability.

### **Shravan Joshi**

I have consistently championed for the Corporation to adopt a proactive, income generating mindset across all service departments.

Several key initiatives are already underway and, with the right focus, can deliver income streams by 27/28. One such initiative is the proposed levy on overnight stays at City hotels, which I have been involved with from the outset. This has been under discussion at RASC awayday, with the Chamberlain’s department working actively on a solution. With the GLA progressing their own plans, there remains a timely opportunity for the City to negotiate and secure revenue through a collaborative, London-wide hotel levy.

I am also confident that in the medium term we can introduce a policy on advertising media rights that delivers meaningful revenue whilst preserving the unique character of the Square Mile. This has been debated for some time, and I believe this Working Party can finally deliver a pragmatic, financially sound framework. In the short term, we have a clear opportunity to monetise City-owned properties—such as car parks—through advertising, requiring no policy change. This can serve as a proof of concept for broader asset utilisation.

More strategically, I recognise that some initiatives will require policy changes, but these are achievable with clear political will. I would like to be considered for this role, as I believe I have been a positive advocate for income generation for some time and would be able to add value to this Working Party, as it navigates both immediate and more strategic needs.

## **INCOME GENERATION WORKING PARTY EXPRESSIONS OF INTEREST**

### **Ben Murphy**

Over the past couple of years, I have had the pleasure of sitting on the Efficiency and Performance Working Group, which has commissioned a wide range of analysis on income generating opportunities and looked at the Corporation's maturity for supporting income generation. It's also 'called-in' Chairman and Chief Officers, to understand where we need to remove some of the policy and governance barriers to better understand where we could unlock value. I would hope this Working Group will move some of those ideas to delivery and I am certainly willing to roll up my sleeves to support that effort.

### **Philip Woodhouse**

Please can I be considered for this working group.

### **Dawn Wright**

As a dedicated Common Councillor and Deputy for Coleman Street, I bring a wealth of experience in financial oversight, strategic planning, and revenue optimization. My background spans board-level leadership in blue-chip enterprises and successful entrepreneurship, having co-founded, grown, and sold two medium-sized businesses. This track record underscores my ability to foster financial sustainability and commercial innovation.

With extensive experience in digital transformation, cyber security, and IT services, I am well-versed in identifying growth opportunities and implementing strategic enablers. As Chair of Digital Services and Fraud & Cyber Security Reporting, I have led initiatives to optimize operational efficiency and maximize commercial potential. My tenure with the Police Authority Board and Finance-related committees provides a deep understanding of financial governance, policy evaluation, and performance assessment.

The City Corporation stands at a critical juncture, requiring innovative strategies to bridge the projected £24 million deficit for the City Fund. I am committed to guiding income diversification efforts, leveraging high-value assets, and instilling an entrepreneurial mindset across the organization. My expertise in financial modelling and business development will ensure the Working Party delivers a robust income generation strategy aligned with long-term stability.

My leadership roles in education and civic engagement further demonstrate my commitment to structured governance and impactful decision-making. With a forward-thinking approach and a results-driven mindset, I will contribute significantly to transforming income generation within the Corporation