



DEVELOPING A SUSTAINABLE INCOME GENERATION STRATEGY

Request for proposals

Background

IRISi is a social enterprise dedicated to improving the healthcare response to gender-based violence (GBV). We bridge the gap between healthcare professionals and domestic abuse (DA) / Violence Against Women and Girls (VAWG) services, and our programmes provide specialist support for victims and survivors of domestic abuse and sexual violence.

IRISi is delivering our two flagship interventions, IRIS (based in primary care) and ADViSE (based in sexual health), across sites in England and Wales. We are also delivering pilot interventions that adapt the original IRIS interventions in new healthcare settings and expanding intervention offers.

In 2023, IRISi developed its first three-year strategy, which we are now reviewing in light of the increasingly challenged health and care funding landscape. As part of this, we want to refresh our thinking about how we generate income as an organisation.

To learn more about IRISi, look at our [website](#) and our [activity summary](#).

IRISi's current situation and context

IRISi's turnover is roughly £500,000 which comes from sales, grants and consultancy. Since forming, IRISi has raised income primarily through:

- Payment for services by health and care commissioners to support organisations to deliver IRIS and ADViSE
- Grant funding from violence reduction units to deliver our flagship programmes
- Grant funding from a foundation to test a new business model
- We've received smaller amounts of funding through:
 - academic partnerships with universities to test adaptations of our interventions and pilots in new healthcare settings

- donations through individual fundraising efforts since launching our online donation function in 2024
- Income from consultancy and training.

We're currently registered as a company limited by guarantee with an asset lock and operate as a social enterprise. We are in the process of registering as a charity to open opportunities to receive funding.

Where we want to be

We want to shift our mindset as an organisation, moving from primarily receiving income from public sector bodies to proactively seeking funding from a wide variety of organisations. We want to diversify our revenue streams to increase income and lower the risk associated with a non-diversified revenue base. We want to have a long-term, sustainable approach to income generation that would support us to:

- continue to enable the delivery of IRIS and ADViSE services across existing sites
- support the expansion of IRIS and ADViSE services across the UK
- develop new products that support us to tackle gender-based violence through a healthcare lens
- strengthen our existing policy influencing work to promote the case nationally for tackling gender-based violence through a healthcare lens.

We want to be a more profitable entity able to re-invest in furthering our mission. We're open to varied sources of income to support our work, but we anticipate income coming from a mix of contracts with public sector organisations, training income, consultancy income, corporate partnerships, grants, philanthropic and individual giving.

What we're asking for

The purpose of this project is to develop an income generation strategy and plan to enable IRISi to have a sustainable business model harnessing our existing knowledge assets and skills.

By the end of this project, we would like the following:

- an understanding of new potential customers and funders for IRISi and our value proposition to them
- an income generation strategy and plan.

We're open to consultant suggestions regarding what shape this work might take. But to give an idea, we would be looking for things like:

- Horizon scanning to identify income generation opportunities
- Cultivating relationships with potential customers and funders
- Research about short-term income generation opportunities (3-6 months)
- Testing value propositions with target audiences
- Recommendations of where we should be focussing our income generation efforts and targets for each income stream
- A generic case for support, which can be repurposed for a variety of funders.
- Facilitation of workshops with staff members and potentially board members to surface existing ideas to generate income and barriers to implementation

Skills and experience

Essential

- Experience developing effective income generation strategies for social enterprises and charities, particularly as part of wider organisational strategy development and/or review
- Strong charitable and/or commercial bid writing skills
- Significant experience in successfully generating income from a variety of sources for social enterprises and/or charities
- Evidence of excellent interpersonal and communication skills including at senior levels
- Commercial awareness
- Excellent communication skills – written and verbal
- A creative approach to work and seeking out new opportunities

Desirable

- Experienced fundraiser for charities and/or social enterprises, particularly for health and/or VAWG sector organisations
- Understanding of gender-based violence, domestic abuse and sexual violence
- Knowledge of/contacts with funders in the health and gender-based violence and higher education (including health care professional training) sectors
- Understanding of the health system and higher education structures across the UK and in particular, England and Wales
- Workshop facilitation skills

points of contact

The main point of contact for this work will be Annie Howell, Director of Business Development and Innovation.

Fee for the project

We have set aside up to £7,000 for this work. We will be delighted to hear from anyone who thinks they can deliver this work for less and are equally open to feedback if you feel the fee is unrealistically low.

How to apply

If you are interested in this work, we would love to hear from you. If you'd like an informal discussion before applying, please get in touch with Annie Howell (annie.howell@irisi.org).

As part of your proposal, please include:

- How you would approach the project, including timelines and outputs
- Tangible examples of similar work supporting small charities and social enterprises with income generation strategy and planning
- Your fee, including day rate
- Your CV and the CV of anyone you may partner with or subcontract to
- Two referees contact details (we will inform you before reaching out to referees)

Please email your proposal to Annie Howell (annie.howell@irisi.org).

Closing date: 9am on Tuesday 12th November

Interviews planned for Monday 18th November

Work to commence: w/c 25th November