Legacy Futures

Securing your legacy future

Hospices and legacies 2023

Foreword

Hospices are close to my heart, having been there to support several of my loved ones at the end of their lives. And having worked for several Hospices over the years, I know just how vital legacy gifts are to the Hospice sector – providing almost £180m of funding every year.

With the legacy sector growing, it is becoming fiercely competitive. With more and more charities vying for the attention of a relatively small group of donors (only 15% of Wills contain a gift to charity), Hospices need to make sure they remain front and centre in the minds of their donors. To do that takes investment, but it also takes skilled fundraising.

This report is aims to shine a spotlight on the opportunities and threats facing the Hospice sector, and to encourage more of them to reach their legacy potential.

I hope it is a useful resource for you and your fundraising team.

Ashley Rowthorn
CEO, Legacy Futures

Our previous report in 2021 identified that the hospice sector was losing market share in legacies to other charities. We concluded that this was, at least in part, down to hospices investing less in marketing gifts in Wills than their counterparts. This report provides further evidence of this decline. This can be seen by comparison to other 'local hero' causes, such as Air Ambulances and NHS charities – but also against the charitable health sector as a whole.

More positively, the results do indicate that more hospices are realising how important legacies are to funding the care they provide. But actual levels of investment in terms of dedicated legacy staff and budgets are still inadequate in many. Moreover, many barriers to such investment - cultural, financial and operational – still exist.

Research indicates that over the long-term, you can expect to see a return of £16 for every £1 spent on promoting gifts in wills. This ROI far exceeds other forms of income generation.

With experts forecasting significant increases in the amounts left to charities in the years ahead, investing in legacy marketing is probably the best strategic decision you could make for the future of your hospice.

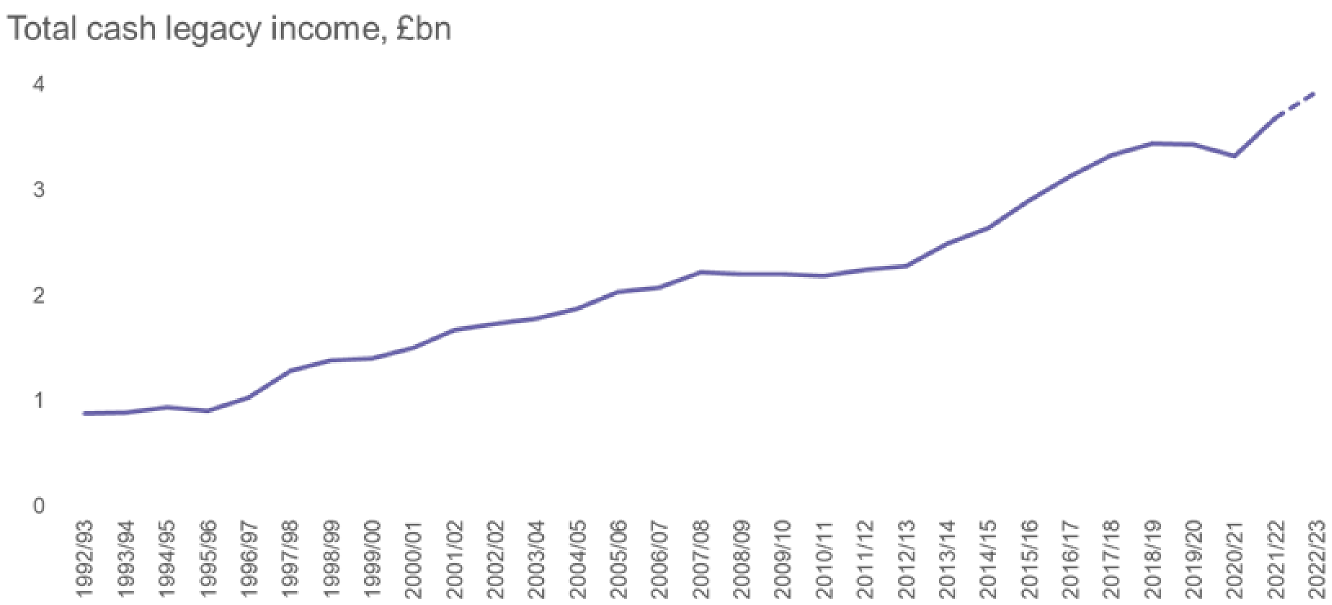
I hope you find this report of interest. And, if you are not already, convinces you of the need to tell people how important legacies are to your hospice.

David Burland
Director, db associates

Resilience in the face of adversity

The last 12 months have seen political chaos (with no fewer than three prime ministers), financial turmoil (rising energy prices leading to entrenched inflation) and now signs of a housing market slowdown.

Despite this adversity, the legacy market has showed continued resilience. 2022 saw legacy income reach a record level of £3.9bn from 137k bequests.



But what about the future? In the near term, the legacy market is braced for challenges coming in from several directions.

House prices, the biggest driver of average legacy values, are heading downwards

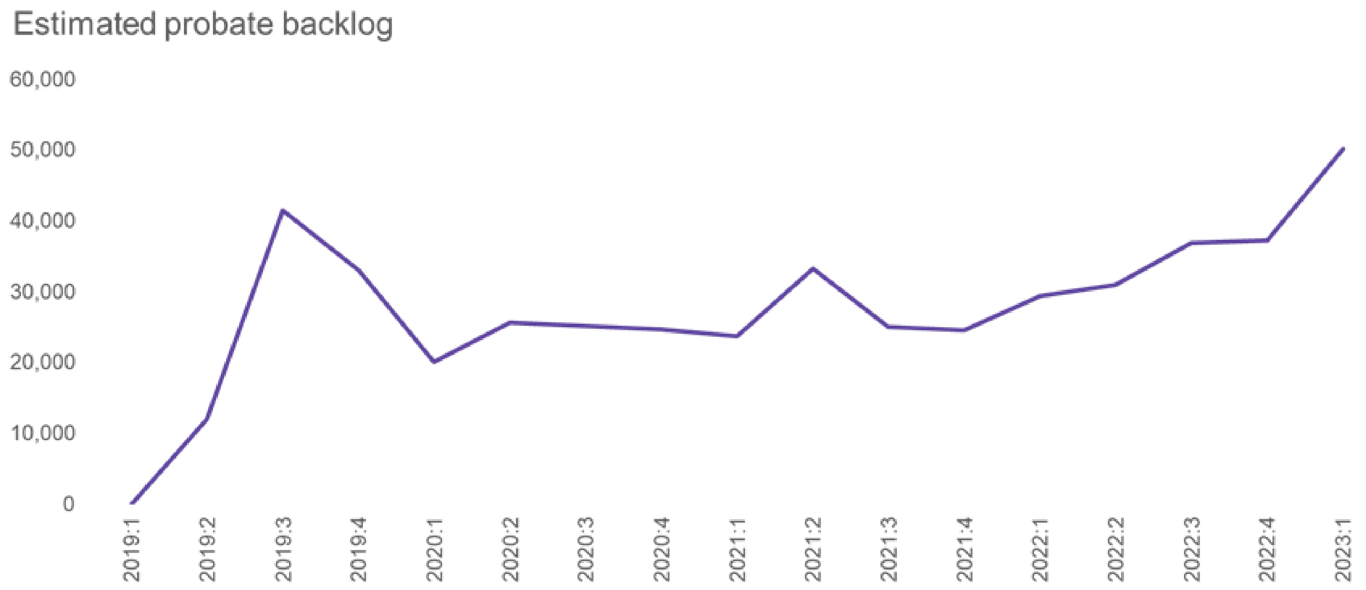
Official figures suggest that the value of the average house in the UK has fallen by around £7,000 (2.4%) between the peak in September 2022 and April 2023. The consensus view suggests that prices could fall by a further 3-7%. However, there is significant uncertainty around the timing of this with some forecasters expecting it to happen predominantly in 2023 before the market bounces back, whilst others expecting a protracted stagnation lasting into 2025 before a recovery starts.

With main residence properties as the largest overall proportion of estates at probate, any significant fall in average house value will directly lead to a reduction in the average legacy value.

Estate administration processes are problematic

The HM Courts and Tribunals Service (HMCTS) backlog began in 2019, and delays throughout the probate process were worsened by the pandemic. By 2022, the situation had started to improve, with grants of probate being processed at a steady rate. But the backlog started to grow again in 2023, partly because the number of grants received increased but also because there wasn't the expected increase in processing capacity as a result of new recruits to HMCTS. With deaths and bequests rising, the process could come under more strain, leading to a continued increase in the probate backlog.

This slow down in the estate administration process means less legacy income notified and accounted for in year. It isn't a loss of legacy income overall, as it will be received at a later date, but does pose cashflow concerns.



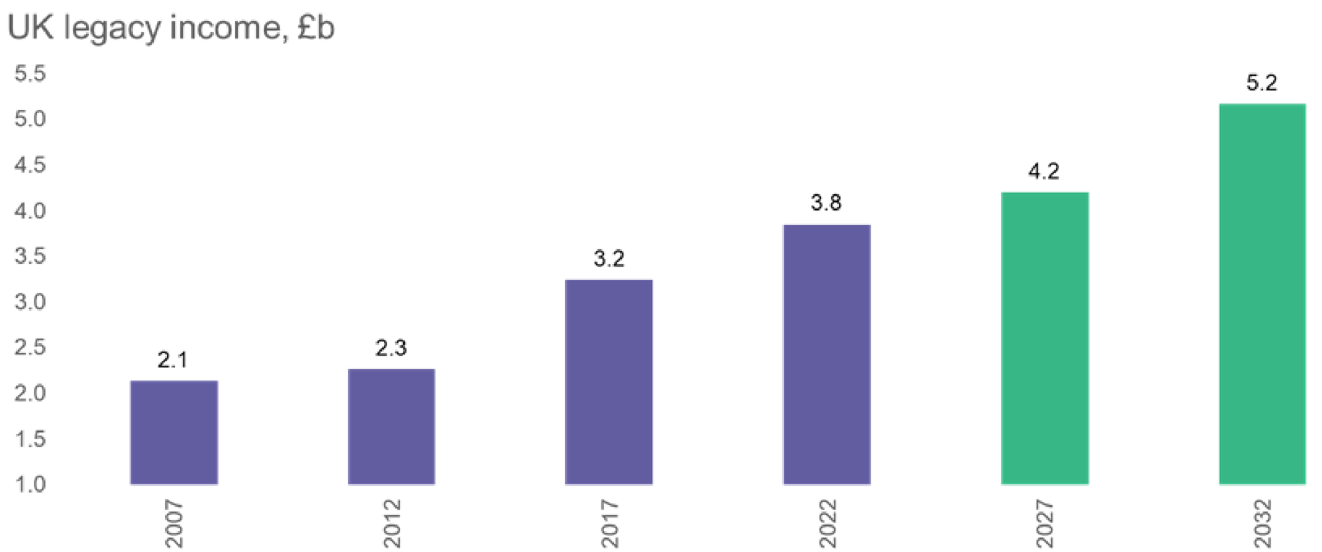
What does all this mean for legacy income?

When we look ahead, our forecast for the medium term is still positive, just not as positive as we'd like.

We have revised down our growth projections from this time last year, now forecasting that legacy income will likely remain flat at around £3.9bn for the next 2-3 years, before retuning to the long-term growth trend and reaching £4.2bn by 2027.,

A rising death rate coupled with economic prosperity saw the legacy market grow 70% between 2012-2022. Between 2022-2032, growth is predicted to be 34%, which is still positive but a notable slow down. A long-term rising death rate gives us confidence that legacy numbers will continue to grow over time, but the challenging economic environment will undoubtedly squeeze average values in the short-term.

Once the economy recovers, we are optimistic that legacy values will recover and our outlook for the decade thereafter is more positive at 46%.



How can charities drive faster growth?

Currently, around 3.5% of all wealth at probate is transferred to charities, which has been stable for many years. If we were to increase that proportion to just 4%, it would raise an additional £half a billion for charities, a 13% increase on legacy income in 2022.

Put simply, we can think about how that might be achieved in two ways:

1. **Grow bequest numbers**
   At today's average legacy gift value, an additional 17,000 bequests would be needed to generated the extra £0.5bn. This is not only ambitious, but the increased volume of probate grants could overwhelm an already stretched administration process

2. **Increase the value of gifts**
   Legacy giving is highly skewed to a few very large donors, with over half of all legacy income coming from 8% of gifts with a value of £100k or more. Furthermore, one third of all legacy income comes from just 2% of legacy gifts of £250k or more.

3. We'd need fewer than 3,000 gifts over £100k to generate an income level of £0.5bn.

At the moment, there are fewer than 3,500 legacy gifts per year valued at over £100k. But there is potential for more, as 46,000 people in the UK have estates valued at over £500k at probate.

In the fig to the left, each icon = 10k deaths. There were around 650k deaths in 2022.

Green icons = deaths that led to a charitable bequest (around 44k).

Orange icons = bequests greater than 100k (around 3.5k).

Baby boomers – a large population cohort with relative wealth

One in four boomers is now a millionaire. What should charities do to try to maximise larger gifts from this future cohort of legators? Here are a few practical tips to increase the value of legacy gifts:

- Be careful about driving down gift values. Promoting the 1% 'social norm' message is proved to increase the number of gifts but decreases their value. Instead, offering a range of giving options – "Whether 1%, 10% or 100%..." – increases participation and value
- Understand that larger gifts are more likely to be restricted, so be prepared to have conversations with donors to help them give to a specific project or area that is in line with your long term objectives. Stating you prefer unrestricted gifts can deter wealthier donors from giving more.
- Work with major donor colleagues to introduce high value supporters to the idea of legacy giving, and jointly steward them to give a more personalised supporter experience

- Alongside this, also offer appropriate stewardship to supporters leaving large proportions of their estates. They may not necessarily be high-net-worth individuals, but rather the moderately wealthy who are leaving the majority of their estate to charity
- Explore the potential for blended giving, where their overall donation is split between regular lifetime giving and a legacy gift
- Get to know professional advisers. High-net-worth individuals often have family offices, accountants, lawyers or philanthropy advisers

What does all this mean for legacy administration teams?

While an increase in the volume of gifts would translate to a higher workload for legacy administration teams and put more pressure on the probate process, increasing the values of gifts could have its own repercussions. It's likely that charities would see a higher number of more complex and challenging estates which would not only increase workload but also heighten the demand for specialised administration experts. And high value gifts could further increase income volatility for charities – something which is already difficult enough to manage.

Navigating the challenges to speed up growth in legacy income won't be easy, but the downsides could be viewed as a fair price to pay for a significant reward.

These factors further reinforce the fact those involved in legacy administration need specialist knowledge and training in the discipline - and that asking legacy marketeers to do this on top of their promotional duties adds significant risks.

The need to act now

While the intergenerational wealth transfer offers huge potential, it also carries a sense of urgency; a limited window of time in which charities can act to maximise the full potential of legacy giving.

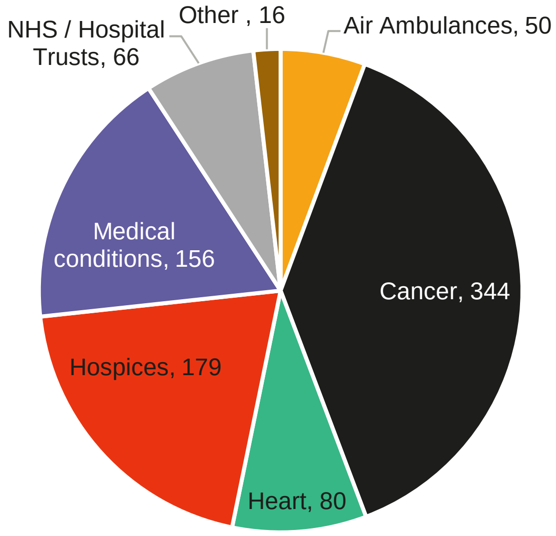
"Too often, the challenge for fundraisers is having all these ideas, and knowing what we should focus on now. Legacies can slip down the list and, before you know it, you're another five years down the line. I think that legacies are probably the only way to know that the charity you work for - the one you love - will succeed long into the future."

Nick Gilbert, Director of Development, Manchester United Foundation

Spotlight on hospice legacies

Gifts in Wills are a vital source of income to hospices. According to Legacy Foresight's latest estimates, total UK legacy giving is worth £3.9bn – of which health charities (including hospices) represent 37%. Hospices account for one fifth of the health charity legacy sector, with a combined income of £179m.

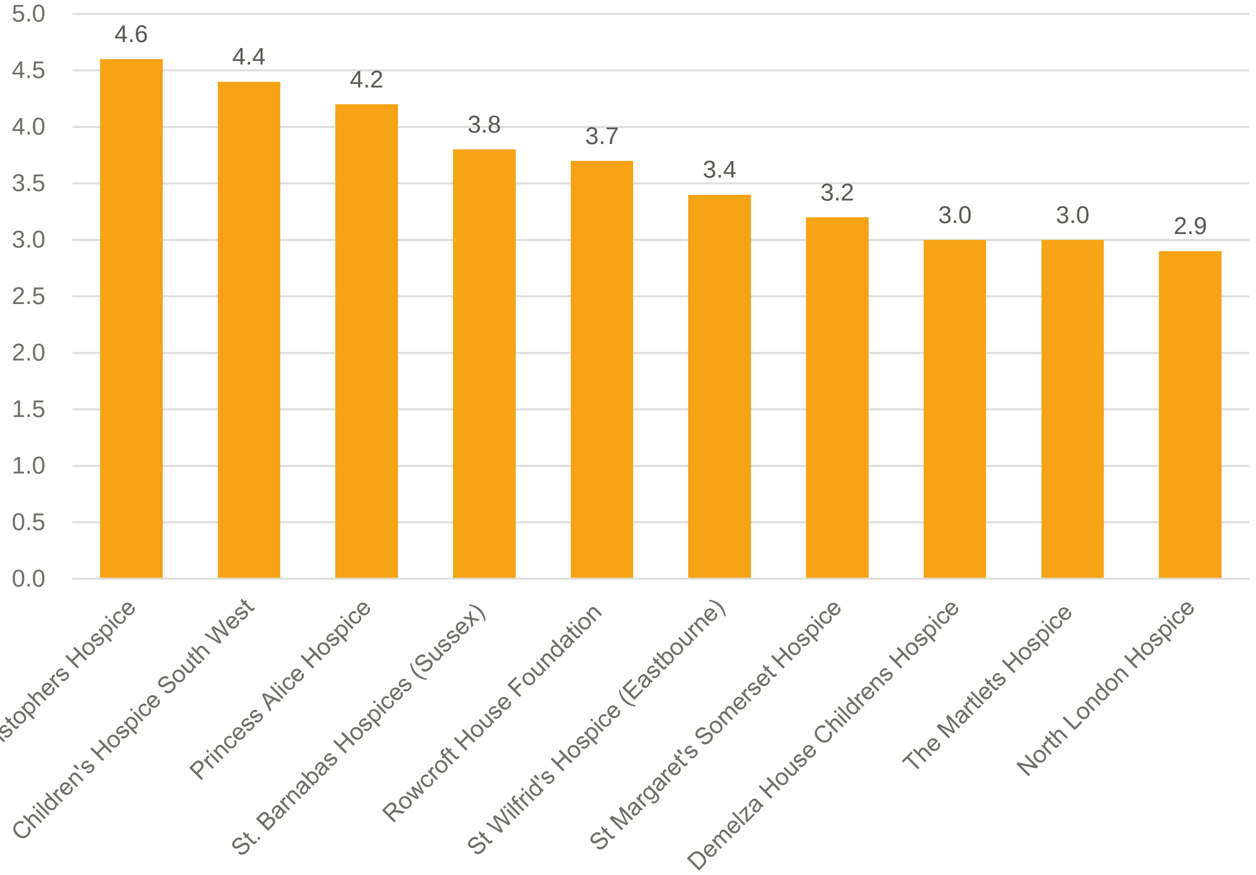
Legacy income by health sector, £m, 2020/21



Source: Charity Commission Register of Charities 2021/22

The 156 hospices in the top 1000 legacy charities – a mixture of adult and children's hospices – received an average of £1.15m legacy income in 2020/21 down, from £1.2m in 2019/20. Just 21 hospices received over £2m in legacy income, and 4 (Children's Hospice South West, St Christopher's Hospice, St Catherine's Hospice and North London Hospice) received over £4m.

Top 10 local hospices charities, average annual legacy income, £m, 2018/19 - 2020/2021

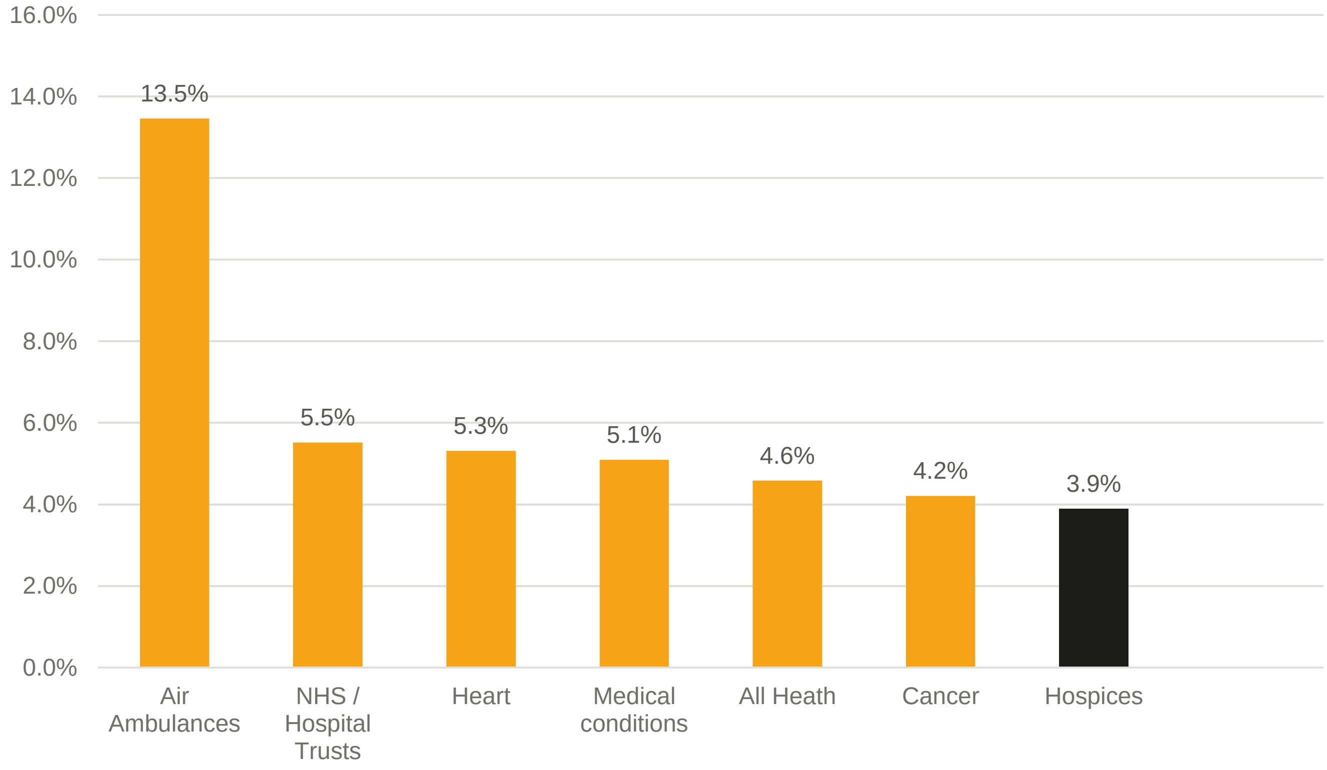


Source: Charity Commission Register of Charities 2021/22

While an individual charity's legacy income can be volatile year-on-year, on average, for the sector as a whole, trends are far smoother. Across all hospices, gifts in Wills accounted for 36% of combined fundraised income (i.e. donations and legacies). This proportion is similar to other health charities (39% of fundraised income) but much higher than the wider legacy sector (26%). The high share that legacy income represents reflects supporters' innate inclination to give to your cause area; a mixture of gratitude for care received and loyalty to 'local heroes'. However, it also means you are more dependent on legacy income than other cause areas.

Over the past ten years the hospice sector has lagged behind other health charities, and in particular other local cause areas. As the chart below shows, from 20010/11 to 2020/21, hospice charities have seen their legacy income grow by 3.9% p.a., compared to 4.6% p.a. for the health legacy sector (and 4.4% p.a. for the market overall).

Underlying annual growth rates, % p.a. by sector, 2010/11 – 2020/21



Source: Charity Commission Register of Charities 2021/22

In contrast, air ambulances (+13.5% p.a.) and NHS Hospital Trusts (+5.5% p.a.) have seen far faster growth, albeit from a lower base. Given the public's increasing awareness and support for the NHS during the pandemic, we expect this sector to continue to perform well in the years ahead. Charities specialising in specific medical conditions - from asthma to arthritis to Alzheimer's - are also performing well, with 10 year growth rates of 5.1% p.a.

Homing in on the past 5 years in particular - a period when overall growth rates have slowed - the trends are even more stark. The 156 hospice charities in our sample's combined legacy income grew by just 0.1% p.a., compared to 2.0% p.a. for the health sector overall. Meanwhile, air ambulances and specialist medical charities continued to perform well, with growth rates of 12.9% pa. and 3.9% p.a. respectively. NHS hospital trusts were the exception over this period with -1.0% pa. growth.

Inevitably, slow income growth leads to loss of share. Back in 2010/11 the highest ranking hospice charity (then St Christopher's Hospice) was at number 49 in the legacy league tables. In 2020/21, the highest ranking hospice (still St Christopher's) is at number 74. This is a fall in 25 places and indicative of the wider trend across the sector. Indeed, over the same period, hospices' share of all health charities' legacy income has fallen from a quarter to a fifth – a reduction in percentage terms of 25%.

All in all, you cannot afford to rest on your laurels. Many people have a natural, heart-felt affinity to your cause area, often sparked by personal experience of your care. But the legacy market is becoming ever more competitive, with other local and niche sector players investing in legacy fundraising. To stay ahead, you need to do far more than 'thank and bank', but proactively raise awareness, nurture and steward the potential legacy donors in your community.

What hospices told us

Following on from our first Hospice and Legacies Survey in 2021 we conducted a follow up survey in June/ July 2023 which was publicised with the help of Hospice UK and the Hospice Income Generation Network. Many thanks to both organisations for their support.

We are also grateful to the 56 respondents who took part in the survey for their time and frankness. The respondents came from a wide mix of roles (including trustees and directors as well as hands-on managers) and teams (from fundraising to finance) and all kinds of hospices (adult, children and joint).

The survey set out to assess the current status of legacy fundraising and administration in hospices across the UK. We asked about budgets and staffing levels and who influences them; how much of a priority legacies are seen to be and present levels of staffing and budget and about the barriers that exist.

Here are some of our key findings…

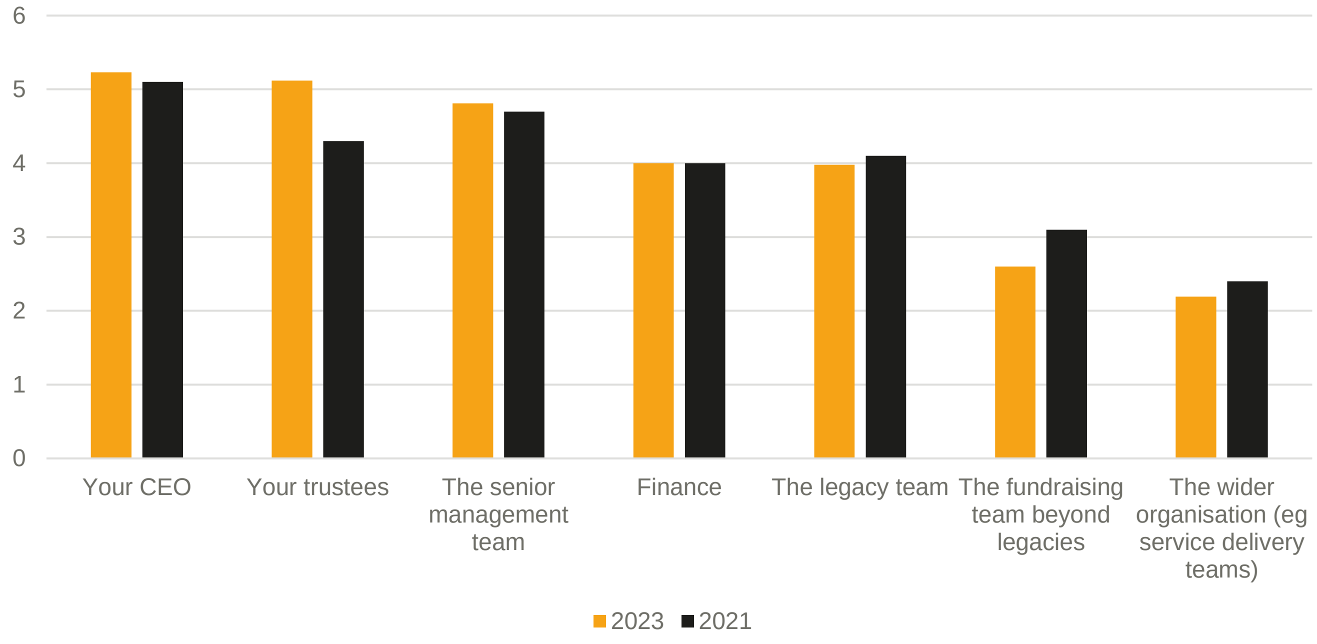
Internal engagement across the organisation is key

Not surprisingly, the CEO, Trustees and Senior Management Teams had the greatest say on legacy investment. But the influence of Trustees has increased since 2021, which could present an issue if they are unaware of the importance of legacies or lack the knowledge to support their decision making. As one respondent put it *"The final decision is made by Trustees but they are advised by the senior management team and finance."* Another pointed out *" Our Trustees are quite supportive of legacies, but can also be overly prudent.''*

However, there are still significant misunderstandings around legacies and cultural barriers. One responder commented "There's a fear of adverse publicity" and another pointed out "We have had resistance as we are a hospice, and it hasn't sat well with us". It's ironic that whilst hospices encourage people to be more open in talking about death and dying, some are cautious about promoting their own need for legacies.

Pleasingly, not all hospices are facing this internal challenge, with one responder saying; "Our Board recognise the importance of legacy giving and are open to further investment".

How much influence do these people have over your final legacy investment in your organisation? On a scale of 1-7



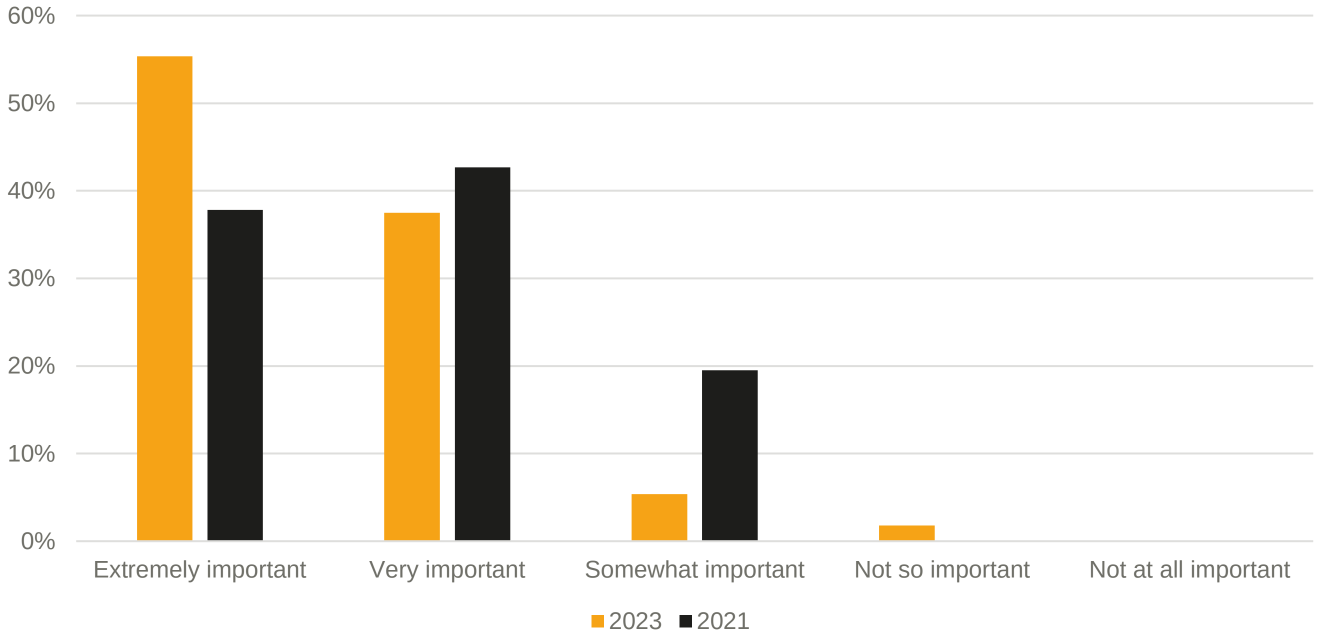
Source: Hospice Legacies Survey 2023

Numbers seeing marketing legacies as a priority has increased

Amongst respondents, the importance of legacy fundraising was a given. 93% of responders now say that legacy fundraising/ marketing was extremely or very important in their fundraising priorities, significantly up from 80% in 2021. Given the issues that we identified earlier in this report, this is a welcome and very positive result. As one respondent put it *"It's our biggest FR priority". Another pointed out "It's a key part of our Grow Strategy, which aligns with our organisational goal to achieve financial sustainability. Our aim is to safeguard this important income stream, by capitalising now on a growth market".*

However, there are still examples where the importance of legacies is still not appreciated; *''I would say everyone in the organisation is ambivalent to legacies. I don't think we are thinking about legacy income strategically at all.''*

Looking at the year ahead, where does legacy fundraising/ marketing sit in your current fundraising priorities?

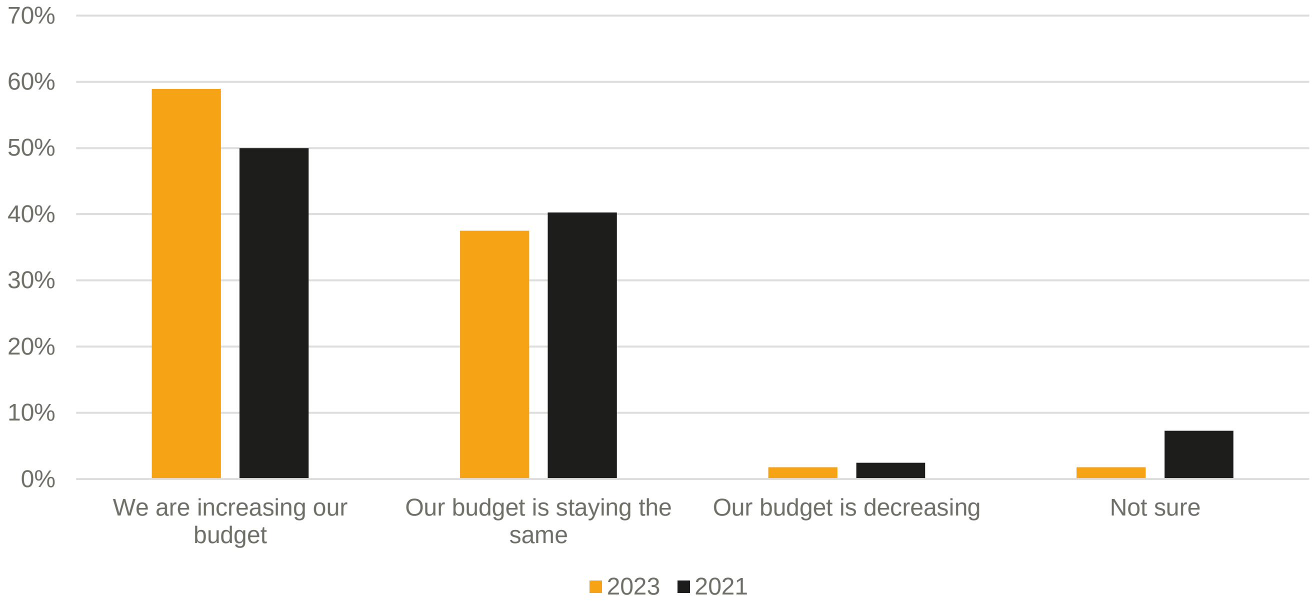


Marketing budgets to support legacy development are growing

The commitment to legacy fundraising was reflected in what's happening to budgets in the year ahead. Almost 60% of responders said they were increasing their budget compared to 50% in 2021, whilst less than 40% said their budgets were staying the same. Almost no responders said that their budgets were decreasing. Again, this is a positive development. One responder commented, "We are investing 1% of our gross annual legacy income in a legacy proposition and awareness campaign".

But there are still examples where the immediate financial pressures are impacting on the willingness to invest in this vital, long-term income stream. One person said *''We were hoping for an increase, but cost of living and financial constraints mean it will be held over until next financial year.'' Another commented, ''General running costs are increasing significantly, which means that we have to be very careful about increasing any other costs across the hospice.''*

Which of these statements applies to your organisations legacy marketing budget in the coming year.



Source: Hospice Legacies Survey 2023

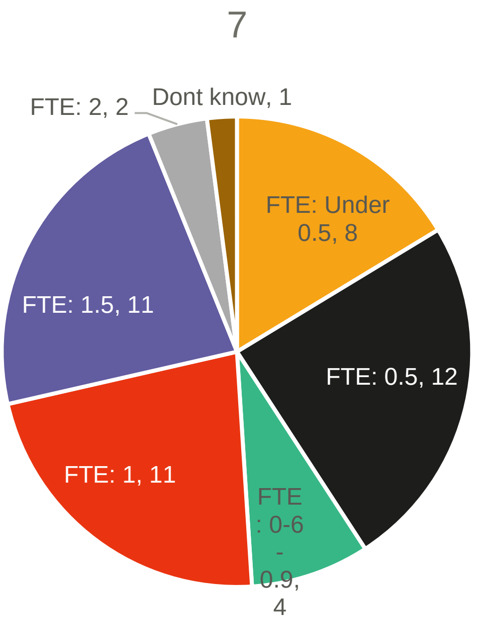
But actual levels of investment in staff and spend are still quite limited

We asked about the size of the legacy fundraising team and how their time was split between legacy specific fundraising activity and other responsibilities. Almost half of responders had at least one full time member of staff working solely in the legacy fundraising team. But 7 have no one (one of these is planning to recruit) and another 8 have less than 0.5 FTE on legacies. If one views a half-time post as the minimum, over 25% of respondents' hospices are not investing significantly in legacy fundraising staff.

Some responders said that they were increasing their investment in legacy marketing, but matching this with an increase in staffing levels to deliver on this new activity was challenging. One commented *"A barrier is recruitment into fundraising/legacy posts, which means capacity to deliver our strategy and plans is hampered. Recruitment of good quality fundraisers, with the right skills, knowledge and experience has been, and continues to be, our #1 challenge."*

Others comments were *"We don't have the staff resource to maximise impact of investment"* and *"We have invested a lot in the past 12 months, but we now need to invest in a team to build on this work."* These comments reflect the wider workforce challenges hospices are currently facing, alongside many other organisations.

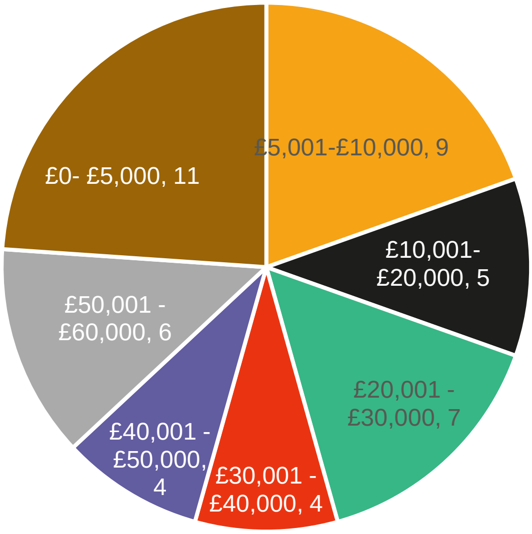
What is the size of your legacy fundraising team in FTE? (FTE is full time employee, where ‘0’ is no employees and ‘1.0’ is 1 full time employee. ‘0.5’ is where half their time is focused on non-legacy fundraising i.e., in memory or individual giving).



But investment is still low compared to other forms of fundraising

The charts below show continued low levels of investment in legacy fundraising in both gross and percentage terms. Of the 46 hospices that answered the question, only 6 hospices committed a budget of over £50,000 whilst 11 hospices (24%) spent under £5,000. However, a few hospices are leading the way. The majority of the twelve respondents whose hospices invested over £35,000 in legacy marketing also had at least 1.5 FTE solely responsible for delivering legacy marketing activity. Remember that as Kath Horsely shows in her ‘spotlight’ below, long term marketing investment in legacies pays back around £16 for every £1 spent.

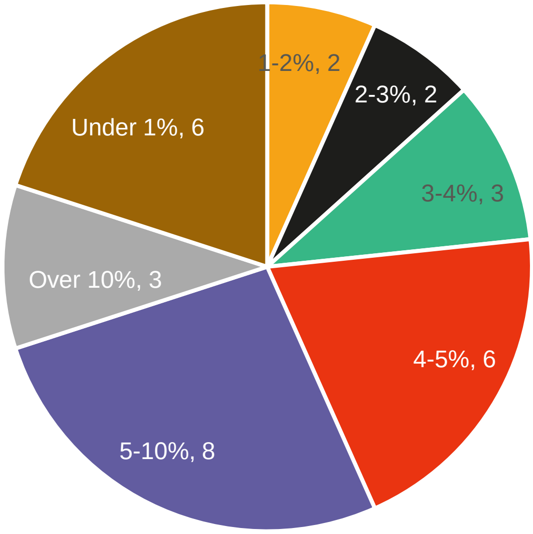
What is your total legacy marketing budget excluding staff costs?



Source: Hospice Legacies Survey 2023, 10 didn't know

Not only does legacy marketing have the highest ROI of any fundraising activity, it also accounts for 36% of hospices fundraised income. Yet, only 10% of responders invested more than 10% of their overall fundraising marketing budget. Just to note, 26 responders (of the 56) didn't know the answer. Several of the Hospice Legacy Circle members have shared with us that they are investing at least 1% of their total legacy income with a view to increasing this year on year.

What is your legacy marketing spend as a % of your overall fundraising spend (excluding staff costs)?



Source: Hospice Legacies Survey 2023, 26 didn't know

Barriers to legacy investment

There were a number of common barriers that responders cited as reasons not to increase their legacy marketing investment, several of which we touched upon in previous sections.

- Staffing levels – Many of the responders had issues with. This ranged from not having the budget to not being able to find the candidates with the right skill sets. This was a particular issue for those who were looking for both marketing and administration skills in a single FTE. One responder says, *“We have attempted to recruit but no joy to date - therefore responsibility will be shared across FR team”.* Another comments, “It’s very hard to fill the vacant role, required for the varied skill set (admin and marketing).
- Lack of understanding of the importance of legacies at decision making levels. We had comments such as *“no senior buy in’* and *“lack of support from seniors”.*
- Issues around legacy payback (ROI) not being immediate and prioritising investment in other areas of fundraising that has a more immediate return. As one responder put it, *“short term issues overshadowing long term investment”*. Another says, *“Understanding that the spend relates to long term investments and no immediate benefit.”*
- Cultural barriers relating to seeing legacy marketing as inappropriate or insensitive still exist.

Conclusions

As this report shows, legacies are a vital income stream for hospices, accounting for two fifths of your voluntary income. The outlook for the market overall is positive, not least thanks to the size, wealth and charitable sentiments of the baby boomer generation.

Hospices undoubtedly have strong emotional and practical connections to their communities. But - in these days of ever more economic and social uncertainty, and in an increasingly competitive environment - you can't expect the money to keep rolling in. Just thanking and banking is not an option.

Misunderstanding and the cultural barriers around legacies need to come down through a 'whole organisation' approach to the importance of legacies and how vital they are to securing long term service provision.

In our view, the following points are key;

- Your legacy income growth is below the wider health sector and even further behind other 'local heroes'.
- Internal engagement is key. Your Trustees have a high level of influence over legacy investment. This could be a risk if they are not armed with the relevant knowledge to make informed decisions. Whilst many comments showed that Trustees were supportive of legacies, several showed the reverse.
- Legacy investment is seen as a very high priority across the sector for the coming year. But investment in staffing levels and marketing budget range considerably and are still very low in many cases. This raises the question that if activity can't be delivered, will the levels of investment shrink in the future?
- There are still significant misunderstandings around legacies and cultural barriers as well as staffing and financial ones.

To retain and gain ground in legacies you need more. More intelligence about hospice legacy trends and insights into donor motivations. More skills and tools in legacy fundraising and administration, along with the confidence to use them effectively.

And more momentum across the hospice sector, sharing ideas and experiences and collaborating on joint initiatives to grow your collective income. As one person put it, *'We're doing what we can internally but would encourage more whole sector support for hospices and a joined up approach to change the fact that hospice legacy share is declining.'*

How to maximise legacy investment

By Kath Horsley
Director on Analysis, Legacy Foresight

Calculating a return on investment for legacy marketing is notoriously difficult; partly because the supporter's response' to legacy communications is often unknown, and partly because the time lag in receiving the legacy gift is so long. Our analysis suggests that it takes - on average - around 18 years for a new legacy pledge to fully pay out. Here are some suggestions to make the most of your investment.

Short term

- Given time lags, measuring legacy performance isn't a good indicator of marketing success in the short term. Instead, focus on:
    - Response rates to marketing
    - New prospects / pledgers generated
    - Cost per prospect / pledger
    - Growth of general supporter database
    - Brand awareness
    - Propensity to give

Medium term

- For hospices, legacy income is on average 47% of voluntary income Therefore, understanding what this income might look like over the next 3-5 years is very important for setting budgets, allocating resources, planning services, funding investments etc. But medium-term forecasting is difficult.
- Many of the drivers of legacy income are external and out of your control; death rates, estate administration issues and the economy. The natural volatility of legacy income (driven by large bequests) makes trends hard to identify.
- Stewardship is the most important lever you have to work with over the medium term.
    - Stewardship is linked to higher conversion rates – research shows that 43% of stewarded pledgers go onto convert and bigger gifts, whereas only 37% of non-stewarded pledgers go on to leave a gift in their Will.
    - It's vital to ensure you have the right level of resources to deliver the best supporters possible experience to your supporters.

Longer term

- Looking over the longer term, it is possible to increase your legacy income through legacy marketing… research shows that a pay back with £16 for every £1 spent…. although this will require a long-term strategy and a shift in focus regarding the KPIs you track.

For more information on our services click here

Top tips for effective legacy administration

By Paul Browne
Head of Legacy Administration, Legacy Link

Legacy administration is essential. For those working in legacy fundraising it sometimes gets side-lined as the less interesting part but given that it's the stage where the charity receives its gift from the donor's will, nothing could be further from the truth. When it comes to effective legacy administration it's all about having the right skills and knowledge which translates into; great communication, collaboration, and continuous development.

Here are my top tips for getting it right:

- **Promote legacy administration** - Talk to your colleagues, directors, trustees. Prepare a 2 min "lift pitch" that can explain your role quickly and effectively. The more people that understand legacy gifts the better! Demonstrate why what you do is so essential and the value you offer.

- **Have a plan** - Create a set of procedures for your legacy administration, then share it within your organisation. This can be an enormous help when there are so many things to deal with, such as staffing levels, audit queries, accruals and planning of income.

- **Be proportionate** - Take a pragmatic look at your cases before initiating any communications. Do you need to ask the question you plan to or can it be dealt with by other means? This is crucial when working with lay executors, who are likely more emotional in their bereavement than lawyers or professional counterparts would be.

- **Collaborate** - Your industry colleagues can be your biggest asset. There are many groups and forums in which you can share experiences and discuss challenges, and lots of resources available on the Legacy Futures website, such as reports and webinars.

- **Make use of CRM** - Spreadsheets are fine for various tasks but managing a caseload outside of your reportable systems is not a great idea. Whatever CRM you are running can usually be made to work in some form to carry your caseload to keep it managed and reportable. As your income grows and fundraising increases, you'll be thankful of good systems in place.

- **Set up template letters** - Have a full set of ready to roll template letters, emails and maybe even a collection of useful paragraphs, like a glossary, to deal with regular specific issues that can be quickly added to a template. Then integrate them into your business system.

Always keep in mind that when you are dealing with the issues we encounter every day, you may be the only person in the whole process who really wants to ensure that the deceased's generosity is carried out exactly as they intended in their last will and testament. It's important then to act with respect, compassion and gratitude at all times.

How to start planning your legacy strategy

Dr Claire Routley
Head of Legacy Consulting, Legacy Voice

It's always wise to start the planning process by understanding where your organisation is now or completing a legacy fundraising audit. By gaining a clear sense of where you are now in relation to both external trends and internal issues, it should become clear where you should be headed in the future: what objectives to set, who to approach, the messages which are likely to resonate and the tactics which will be successful.

1. **Macro-environmental analysis** - You can use the PEST acronym to ensure you take a broad look at key macro trends. PEST stands for political, economic, social and technological. Pick up on trends that are likely to affect you, but which you generally can't influence. Instead, you need to understand their likely impact and consider how to react to them.

2. **Peer analysis** - Can be used in a competitive way e.g. to understand how to 'outflank' other organisations, or, more commonly in the non-profit world, to learn from others' good practice.

3. **Market analysis** - To understand how legacy fundraising activity should be adapted in response to these trends in order to respond to supporters' needs and ultimately, provide them with the best experience

4. **Internal analysis** - To identify strengths and weaknesses that may impact on legacy fundraising.

5. **SWOT analysis** – Having completed the various analyses, you're probably sitting on a lot of data. The SWOT tool enables you to bring these findings together and reflect on the best way forward.

    - Using your internal analysis, list out your internal strengths and weaknesses
    - Using the various externally focused analyses, list our external opportunities and threats
    - You might then like to prioritise the factors under each heading so that you identify the most crucial
    - Finally, you can undertake a matching exercise where you look at matching external opportunities with internal strengths (etc etc).

Having completed these stages, you should be in a good position to see the best ways forward for your legacy fundraising programme and write up your forward-looking strategy.

The Hospice Legacy Circle

Richard Hill
Programme Manager, Legacy Futures

Now in its third year, the Hospice Legacy Circle is a group of hospices who come together to learn and share about all things legacy. The programme offers best of class training in legacy fundraising and administration, expert technical advice and valuable market intelligence. It provides a forum to share experiences and ideas through facilitated online workshops, as well as the opportunity to collaborate on common initiatives such as our unique benchmarking research.

David Pond, Individual Giving Manager at **Keech Hospice**, describes the Circle as *'a fabulous opportunity to hear from respected industry figures blended with real life examples; plus the opportunity to learn from one another.'*

Janet Abraham, Head of Fundraising at **Claire House**, says *"What we've found particularly helpful is the balance between sector insight and expertise offered by the Legacy Futures team, coupled with practical examples and knowledge from the participating hospices."*

The Hospice Learning Circle is convened by the Legacy Futures Group in collaboration with db associates. The programme offers a range of group benefits based on a paid for yearly membership, on a cycle running from October to September.

Online workshops

- 'Scene setting' online presentation on legacy market trends and forecasts, and what they mean for hospices.
- 4 further online workshops delivered bi-monthly, offering tailor-made tools and advice on legacy marketing, administration and forecasting.
- Bringing it altogether - final workshop on lessons learned, themes for next year, actions to take away.

Benchmarking

- Our interactive data dashboards allow you to understand the legacy market overall, compare these to other hospices individually and the air ambulance and NHS/hospital trust sectors .
- Hospice members will be asked to submit a confidential survey to give us a better understanding of your current legacy income and your legacy marketing investment. We will use this data to share anonymised, aggregated results to the consortium, to help you better benchmark yourself amongst your Hospice peers.

Individual support

- An individual evaluation on your website's legacy pages, together with a tailored report on how to optimise it for better engagement.
- Individual online coaching for each Hospice member to make sure you are getting the most value out of your Hospice membership.

Annual Cost: £2,200 +VAT

For the more detailed proposals, contact Richard Hill - r.hill@legacyforesight.co.uk

Or David Burland - dburland@dburlandassociates.co.uk

Workshop topics will be agreed with the group when the programme is launched

Our Team

Legacy Futures

Legacy Futures is a specialist group of gifts in wills and in-memory giving consultancies, helping over 200 charities worldwide to harness the transformative power of legacy giving.

Legacyfutures.com | @talkinglegacies

Legacy Foresight

Legacy Foresight are legacy and in memory insight specialists. Best known for their market forecasts and research projects, often working with consortiums of charities who join forces to gain greater insight into specific areas of the Legacy and In-Memory markets.

legacyforesight.co.uk

Legacy Voice

Legacy Voice is a consultancy that helps charities improve their legacy marketing strategies and develop effective communications. Legacy Voice works with charities large and small, UK and international; turning research and insight into deliverable solutions.

legacyvoice.co.uk

Legacy Link

Legacy Link works with over 100 charities each month, supporting them through the whole estate administration process. With a bank of over 30 expert consultants Legacy Link helps to maximise the gifts left to a charity, adding value each step of the way.

legacy-link.co.uk

db associates

David Burland has extensive experience in the hospice movement having worked in both adults and children's services and on a national level. His first hospice role was as Marketing Director at Princess Alice Hospice, where he doubled voluntary income, launched their lottery and instigated a legacy marketing campaign. He then worked at Help the Hospices, (now Hospice UK), initially as Director of Fundraising, during which time income increased six-fold and the charity established national corporate partnerships with many FTSE 100 companies, as well as Christmas media adoptions by both The Times and the Daily Telegraph. He was later promoted to Chief Operating Officer and then Deputy CEO.

In 2012 he became CEO of Shooting Star Chase, 18 months after the charity was formed from the merger of two children's hospices. During his time there both of the charity's hospices were awarded 'Outstanding' CQC accreditation. The charity's 'Friendlies' re-brand also won 'Charity Brand of the Year' in the Third Sector awards.

Since setting up db associates in 2017, David has worked with over 25 different charities on a range of projects, including income generation and fundraising reviews for a number of hospices, as well as serving in interim roles at St John's Hospice and Alexander Devine Children's Hospice.

David set up the Hospice Legacy Circle with Legacy Futures in 2021 after he became aware that hospices share of gifts in Wills income was falling - and yet the potential for legacy income to grow in the years ahead had never been greater.