Hospice Legacy Circle 2022/23

Proposal

01 July 2022

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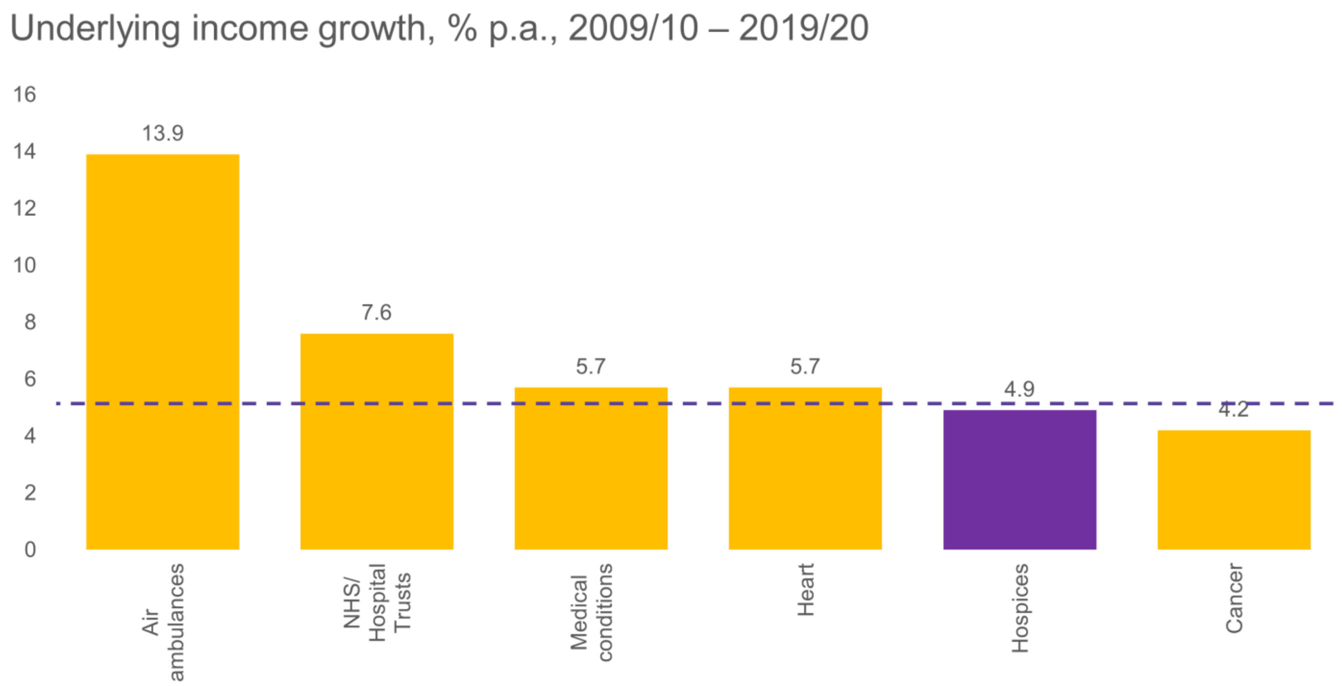
Teresa Nightingale – Wirral Hospice St John's

Collaboration in action: the Hospice Legacy Circle

The Hospice Legacy Circle is an ongoing learning forum to help hospices grow their legacy income together. Launched in 2021 with a consortium of 25 hospices, we are now inviting new members to join the second year of the Circle, starting in October 2022.

Against a backdrop of decline in other income streams, our research shows that legacy giving is set to grow significantly over the next 10 years. But at the same time, the market is becoming increasingly competitive, with many more national and local charities targeting your potential legacy donors. Indeed, previous Legacy Futures research shows that hospices market share is declining, whilst that of Air Ambulances and NHS Trusts grows. Moreover, hospices spend on legacy marketing lags behind others, a potential explanation of this decline.

While an individual charity's legacy income can be volatile year-on-year, on average, across the hospice sector as a whole, trends are far smoother. Across the hospice sector, gifts in wills accounted for 41% of combined fundraised income (i.e., donations and legacies). This proportion is high compared to other health charities (38% of fundraised income) and the wider legacy sector (28%). 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.



The Hospice Legacy Circle is a group of hospices who come together to learn and share about all things legacy. The programme will offer best of class training in legacy fundraising and administration, expert technical advice, and valuable market intelligence. It will provide a forum to share experiences and ideas through facilitated online workshops; as well as the opportunity to collaborate on common initiatives such as pooled research projects or benchmarking. The programme is based on a paid for yearly membership, on a cycle running from October to September.

Summary of annual outputs

- ‘Scene setting’ online presentation to introduce this year’s benchmarking as well as 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 (see the box below) with tangible learning and ‘how to guides’ following each session. Sessions will be 2.5 hours long and include a workshop element
- Bringing it altogether – final workshop to include; analysis of this year’s benchmarking, lessons learned from the workshops, themes for next year and actions to take away
- 3 Informal ‘legacy lunches’ between each session to discuss all things legacy with your peers
- Individual online coaching for each hospice (0.5 days)
- Private online discussion forum to carry on the conversations between workshops
- Repository of presentations and data in a dedicated project portal
- New starters to receive the back catalogue of workshops*

New outputs for 2022

- **Workshops** - each session will now comprise of a facilitated workshop to add practical advice and tangible take outs for each theme unpacked
- **Half day’s online coaching** - with one of Legacy Voice’s expert consultants; this could be on strategy, proposition development or anything you like!
- **Legacy benchmarking** - a great opportunity to understand in more detail where you are sitting in the wider sector and with your peers

Menu of workshop themes (to be agreed with Hospice Legacy Circle members)

Strategy

Writing and implementing a legacy strategy

How can hospices work together to promote legacies

Understanding cultural issues around legacy marketing

How to engage non legacy staff – e.g., CEO's, Trustees and care staff

Promoting in-memory as part of a legacy strategy

Communications

Exploring tone of voice in legacy marketing

Establishing all year round will writing offers

Legacy events

Stewarding legacy pledgers

Understanding legacy pledger motivations

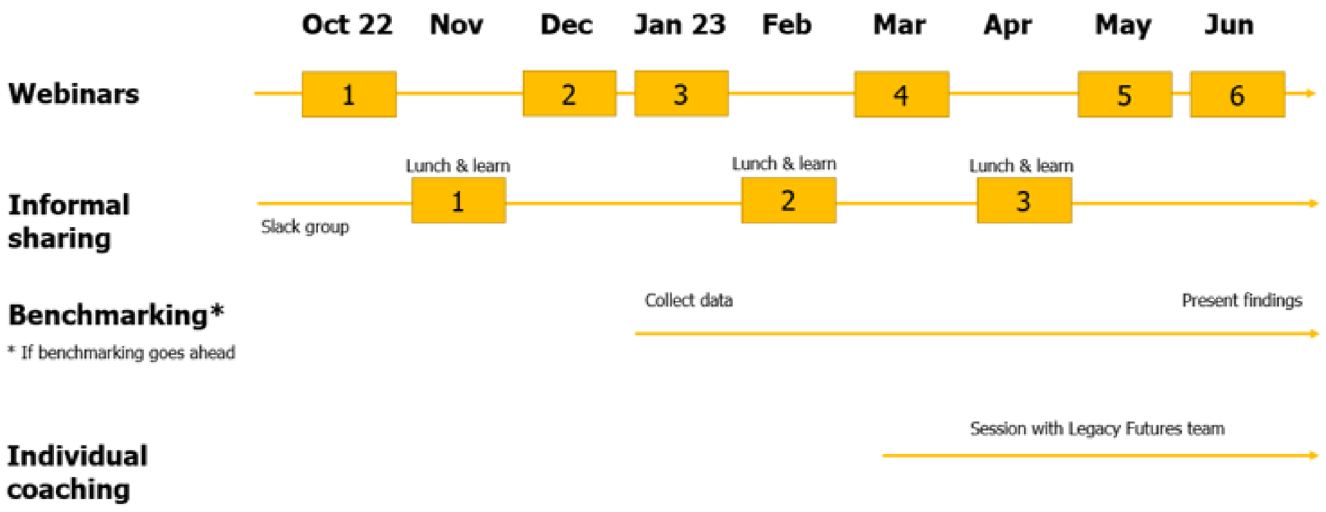
Procedures

Legacy income forecasting

Contested wills/ solicitor viewpoint

Using CRM to communicate effectively with your supporters

Year 2 programme timeline



Hospice Legacy Circle benchmarking

The hospice benchmarking aims to provide the members with information about their legacy market and their performance within it. Insight will be drawn from the NCVO top 1000 charites as well as members legacy income and bequest data. Analysis on the members Legacy marketing spend and activities will add further insight.

- Access to three online dashboards within the client area:
  - Top 1000 charity dashboard – Benchmark each hospices legacy income performance against their peers, their sector, and the overall market.
  - Benchmarking dashboard – compare specific charities with your peers / sector /top 1000
  - Market dashboard – View Market income, deaths, economy, market outlook
- Collection of annual hospice income and bequest data (split by residual / pecuniary / other)
- Final workshop – We will bring together the key trends in hospice legacy data, and an outlook on the future income and marketing trends.

Data collection

- Collection of annual income and bequest data (split by residual / pecuniary / other)
- Collection of marketing spend and activities
- Data to be collected via a simple online form to ensure consistency and efficiency
- Data spec sheet will be sent out following confirmation of joining the programme

Key benefits

- **Improve** your legacy marketing and administration through practical skills-based workshops
- **Understand** your hospices legacy performance vs. your peers and the wider market
- Meet with other hospices to share **learning and inspiration**
- Use session insight to help **shape** legacy investment strategy
- Upskill staff and educate the wider organisation in the **importance** of legacy fundraising
- Use the 121 coaching to help **support** you with burning issues

Annual cost

£2,100 + VAT

*£1000 + VAT for new members to access the back catalogue of workshop presentations plus an online 1-hour Q&A session to bring new members up to speed.

- Inclusion of the benchmarking element is based on 25+ hospice members
- If there are 25+ hospices we would look to reduce the individual membership cost

Deadline for joining is 30th September 2022

Why you can expect growth in legacies

We are on the cusp of the biggest transfer of intergenerational wealth in history. £5.5 trillion is expected to be passed down from Britain's 14 million baby boomers to the next generation between now and 2055[ii] – the biggest wealth transfer in history, offering significant potential for legacy giving.

Estate values will continue to rise. Estate values are closely linked to the housing market, which remains the most resilient aspect of the UK economy and, is expected to grow by 11% over the next five years.

Resilience in legacies. The Legacy Monitor benchmarking programme shows that legacy income for its charities saw an annual increase of 15% in the 12 months preceding the end of March 2022, reaching £1.67 billion. The increase follows a drop in 2021 caused largely by continued delays in probate administration and the effects of the pandemic.

Legacy giving is empowering for supporters. For many people, legacy giving is their only opportunity to donate a sizable gift, to make the decision to do something special in their lifetime, without any immediate financial outlay.

Based on these trends, Legacy Foresight predicts that **legacy incomes are set to almost double in real terms** over the next thirty years.

What our members say about the Hospice Legacy Circle

David Pond, Individual Giving Manager Keech Hospice Care

Its been really helpful throughout the whole Legacy Circle Programme to hear from other hospices and learn from them.

We've been looking at our material and legacy booklets. We took up the Hospice Circle offer to have our legacy booklet reviewed – it was great to hear what should be changed but also great to have the validation of what we were doing well. As a result of that review that we've re-written our gifts in wills booklet.

We also took up to offer to look through our website - to ensure the wording and imagery has that joined up thinking. We also took the opportunity to look at our executor correspondence to see how we engage with our supporters. Previously we communicated through the solicitor but now we enclose a letter of thanks to the next of kin via the solicitor and we offer them a stone is our remembrance pathway – to build that relationship with the next of kin.

We found the session on engaging with hospice staff very helpful. We're looking at developing a survey for those in clinical and non-clinical roles to help empower them to talk about gifts in wills in the long-term.

We also took advance of the help desk service to answer a difficult question that was coming from an executor about apportioning income tax

Teresa Nightingale – Income Generation and Marketing Director - Wirral Hospice St Johns

We *started reviewing our legacy journey with our board of trustees a matter of weeks before the legacy circle group started, very fortuitous timing. As a hospice we know the importance of legacies - receiving an average of £800,000 a year in gifts in wills.*

We really want to invest and improve how we talk about legacies in a confident and competent way. To get the buy-in from the board for investment we handpicked 2 trustees from our board to be part of the journey. They helped me research with qualitive and quantitative feedback on the range of messaging and figures out there. Our business case received a significant boost to our budget and received full buy in from the board.

It's been fascinating within the circle to hear from other hospices and experts, we're now armed and tooled up with lots more information to go forward and launch our appeal.

We are going to go back and thank our long-term supporters – and find out why they still supporters, to help with future messaging and future donor care.

Gary Moyle – Head of Legacy, Statutory and Trusts Giving, Martlets

The timing of the programme was perfect as we had doubled the resource in our team and was looking at reconnecting with our supporters after the pandemic.

Based on the Hospice Circle learnings we reviewed all our materials and research and are using this to inform our workplans and decide on our priorities. We found the session on Stewardship particularly helpful and found the whole programme really underlined the importance of treating people as individuals rather than putting them in boxes as defined by the Hospice or Legacy team.

Our team

The Hospice Legacy Circle is convened by Legacy Futures in collaboration with db associates.

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. Our group comprises three expert legacy businesses, with over 50 consultants providing an end-to-end solution to all your legacy marketing and administration needs:

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.

Legacy Voice help charities improve their marketing strategies and develop effective communications. Legacy Voice have a diverse client portfolio and are currently working with an international school, a national British museum and a number of large national charities.

Legacy Link support charities through the estate administration process with the support of an experienced legal and estate admin team.

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, initially as Director of Fundraising, later becoming Chief Operating Officer and then Deputy CEO.

In 2012 David became CEO of Shooting Star Chase, 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.

To find out more, contact us:

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