

Gifted Webinar Transcript 3

Amy: Welcome everybody. My name is Amy Stevens. I'm Chief Exec at Gifted and I'm joined here with Chris Goldie my fellow director here for our third webinar. We are recording this it will be online afterwards on our website on the resources pages. We also recorded webinars one and two. So, if you missed those and you wanted to review, they were on feasibility studies and major capital programs and how-to kind of manage that through this pandemic process. So, they're online if you want to review those. We do have quite a mixed group of you all today. Thanks everyone for joining us. We've got representatives from schools, hospices, theatres, cathedrals. So, our advice we're giving is in a general sense today and not sector specific but of course if you have any specific questions relating to your organisation or to your sector please do pop them in the Q&A and we'll address those at the end. As we go through if anything crops up you want to ask a question on just pop that in Q&A right at the end of our presentation, we'll address those. Today we're talking about designing transformational legacy programs. And we use the word transformational because that is exactly what they can be for your organisation.

And I absolutely love legacy fundraising. Its probably my favourite form of fundraising. Not only because you see the transformation a client goes through from thinking "oh goodness we can't talk about legacies. What a horrible thing to talk about" to "wow why didn't we do this sooner its actually not only helping the organisation massively but the relationships with the donors and actually seeing your donors' benefits as well" but also because it is, you see the most inspirational acts of philanthropy coming from legacy giving. And it's just really an exciting program to work on. So, we'll probably be quite animated as we talk you through this today. But we'll start off with just looking at a few key facts for legacy giving in the UK at the moment. So, you can see charity income is round about 2.24 billion at the moment in the UK. And that's a quarter of the total amount given to charities. So, say roughly 19 comic reliefs or 40 children in needs. That's a huge amount of money. However, there's still a lot of potential there. A lot of charities don't already have legacies in place or promote them in the right way. So, whilst 35% of people say they'll leave a charitable gift in their will, in reality only 7% do and that is a real opportunity for charities to think about how we encourage more people to do that; to leave those gifts. And it's predicted that legacy giving will go up to 5.16 billion by 2050. Some interesting stats that have come out today from legacy foresight – I don't know if any of you follow legacy foresight but for those interested in legacy giving it's really interesting; they put out some clear research data, really helpful. I read it a lot. They've predicted with COVID-19 that yes income from legacies will decline in 2020 because residential sales, house prices might be lower. Share portfolio will have gotten a hit. But actually, the outlook over the next 5 years is really positive. They actually think that more people will leave bequests because of this. And actually, the impact long term on legacy giving shouldn't be as bad as initially was predicted which is good to hear. But yeah, check out legacy foresight if you're interested in legacy giving. It's really helpful.

So, a bit of theory vs reality on legacies. So, start of at the top there, theory. People think there is a national awareness of legacy giving and actually that's really not the case. People think that every charity talks about it and talks about it well. But actually, a lot of people think death is a taboo subject and we shouldn't be talking about legacies because that means talking about dying. So that's the reality. In theory it's tax efficient but do people

actually know what that tax efficiency is? Do people understand that leaving 10% of your taxable estate to charity drops your inheritance tax threshold by 4%? Probably not and when we do surveys on that we find out that a lot of people think “ah yes I know that it is tax effective but don’t actually know how” so probably won’t implement it in that way. The theory is that it is easy and cheap to promote. In reality that’s not the case. As we’re going to talk through in detail, a legacy giving program is a major gifts program. Publicity alone is never enough; you are not going to achieve your legacy aspirations by scattering a few leaflets around your organisation; it’s a major gifts program but we’ll come to that in detail. The theory is that people have committed: that’s it, secured, done but actually people change their minds and that’s where the importance of stewardship in these legacy programs is vital. The theory is people think donors have time to decide, don’t they? Hopefully nobody is going to die immediately so “I can think about this” and that leads to a passive approach in terms of legacy giving programs when actually we need to be proactive with legacy giving and we’ll discuss that as we go along. And again, many people focus on older prospects for obvious reasons. However, you never know when a new one will arrive, and a good legacy program will be focused at your entire supporter base. More and more people now particularly when they have their first child for example are looking at their will and what they want to do there so let’s not just focus on older prospects let’s think about everybody involved and make sure we’re covering all bases. I’m going to pass to Chris for the next couple of slides.

Chris: Thank you Amy so this as you’ll all know is what we would call the donor journey, it’s an image from our book and it very clearly demonstrates how we all as fundraisers try and work from the bottom of our pyramid to the very top with legacies bequests being that final aspiration, that final goal. The reason we’ve included this here is that it’s really important to demonstrate that a good legacy program is all about building relationships start at the very bottom; they start with the first gift. They may start from old organisations in membership fees. They may start with a church for example with collections at the plate on a Sunday. It may be participation in events, be they celebratory gala dinners or marathons or participation events it’s a starting point for a relationship between the charity and the donor. And then through that donor journey you’re hoping to increase the value of their gifts as they go along through a renewal of or an increased gift an annual gift maybe for an annual fund then perhaps into a planned gift, something’s that a little bit more long term, something that the donor has had more time to consider so actually you’re accumulating their support over a period of time. And then up to where we’re talking now major gifts and then ultimately leading into bequests. I’ll give you a very quick example of one client of mine from many years ago for a horse welfare charity where the first point of engagement was with predominantly young girls who were interested in the work that the charity did. They joined a junior club they paid a minimal amount to get a magazine a couple of times a year. By the time they were in their sort of late teens early twenties they would start to make a small gift to the charity. By the time they’d moved into their thirties it was time to think about how they could support on a more regular basis through a planned gift. By the time they got into their fifties of course they were then into the territory in the main of major gifts and ultimately and as an earlier slide mentioned 70% of gifts in will are made by women and this was a horse charity clearly the legacy area was a really important challenge for them. And we were able to introduce them to proper fundraising and I’m going back a long time now. But it really is important that we demonstrate how direct the progression of

your donor is. Coming back to Amy's point earlier about "don't just focus on the older people" this is probably a good reason why you don't want to always just focus on the older people. Your legacy program is there for everybody to access because everybody thinks differently. There are some people I know who have made wills in their twenties. There are some who leave it till their fifties but you never know that as a charity so you need to be putting it there in front of them to make sure they're thinking about how they can support you at the end of their time.

So why are they important? Well, first is they give the donor and indeed you guys the askers various options. There's the options of residuals, options of a single sum bequest. It's property, it can be shares it can be anything really that the donor wants to give you that's of value. That makes it particularly helpful for those people who are cash poor but asset rich and we all know a lot of people like that. This is a real challenge I know in a lot of cathedrals with relatively old electoral roles worshippers worries about the costs of old age, how much they're going to need to get them through and actually you know what but sitting on a reasonable level of asset so what they really like to do is be able to say is "I really want to support this cathedral, this hospital this school, whatever it might be but I can't afford to give you a lot of money now but what I can do is make a gift that's really worth something in my will". From an organisational perspective of course it allows you to plan for the future if you've got an active legacy program and you're seeing results coming through from that through people telling you that they've made a bequest in their will you can start to think about your longer term funding challenges. Maybe it's an endowment program maybe it's a future facility masterplan that you're thinking about in 8 9 10 years' time, but you know that you've got a pool of supporters who aren't going anywhere. They've absolutely committed, they're hopefully tied in they've declared their bequest to you, and you've got the security of knowing they are going to support you.

And of course, you know nicely it gives the chance for you to offer some appropriate recognition while you still can. You know the historic view of legacies always was that you could only give somebody recognition after you'd received the gift and by the very nature, you're only going to receive the gift once they've passed away. Well actually what we've found in recent years and what we've seen work very well across all sectors is the opportunity to recognise people in life and celebrate their lives with them and celebrate their gift with you make them feel they're very much part and parcel of your family knowing that they might not be giving a lot of money now but they've going to give you a reasonable chunk of money when they've gone. And as Amy said it's a fantastic form of fundraising because it really does have the potential to raise millions of pounds each year. In the last two years alone, I've had three different clients who've received 6 figure legacy gifts. One was expected, two were completely unexpected and you know these have been clients who have been fundraising through major capital campaigns and suddenly they've had an injection, a significant major gift injection from a legacy and in two cases they didn't even know it was going to happen.

We talked a little bit earlier, Amy mentioned earlier the taboo around death. So, let's dispel the myth a little bit. You know a legacy gift is the ultimate gift. It really does show you know when we focus on where we want to leave our money beyond our family, we really come down to the things that we care most about. So, you know in my own case I know where my money will go when I've passed away because I've got some causes that are really close to my heart. It does offer a little bit of immortality: for some that's important it's less important for others but it is nice to know, and it is nice to be remembered in the future

as being someone who cared and who supported. For your family's perspective it can very often be seen as a celebration of life. This is something that – you know – families are very proud of their associations and when you've involved with something for a long time or you've had a really deep rooted affection for an organisation to be able to celebrate that through a gift is a really rewarding thing to be able to do whilst you're still in life. It gives peace of mind: you know that you can do something good for the cause that you care most about. From our perspective it also helps to manage your donor's expectations. By which we mean that when you're talking to donors about what they might do in the future and they're nervous about what they could do now that is meaningful you can still make sure that they're aware that their support eventually is going to be incredibly valuable to you. And as Amy will talk about shortly legacy campaigns can be a lot of campaigns when you get into them and doing them properly.

Amy: Indeed, and I'll just touch again on that giving peace of mind because it really is critical that your supporters know that their gift will be spent within their wishes after they're gone. You know I've had experiences where I've spoken to legacy donors who you know just simply wanted to talk about their gift and where they could direct it to within the organisation and they've all afterwards said "I've done my will now thank you so much it's given me such peace of mind and I feel really comfortable in my gift." And having those kind of conversations, giving that donor that peace of mind also means they're far less likely to change their will alter because you've taken the time to answer all their questions they had about the gift and kind of in the long term so that point for me is really important.

Now, as we go to thinking about how you create your legacy program your legacy campaign, we just want to look at some positive examples of literature and we'll look at some negative ones as well. None of these positive or negative are our clients we've just selected them at random. A couple of examples here that I just think are great. First of all, Heart Research UK so yes, there is an elderly gentleman on the cover however he's smiling for one and secondly the text is just brilliant. I think it's a brilliant piece of marketing. So "1954 married the prettiest girl in Glasgow. 1967 swam the channel. 2050 helped defeat heart disease forever." What a powerful legacy advert that is, I mean it's fantastic. Second one there Royal Opera house "a lasting legacy" I couldn't tell you what ballet this is however if you were a regular at the royal opera house, at the ballet, I'm sure you would know that and it would make you smile picking up this leaflet you'd want to read more about it. It's a positive image for the organisation. And some negative examples of legacy literature and I've not named any of these organisations. But quite often these kinds of images come with health organisations so hospitals, hospices etc. And it tends to be a young female nurse or doctor looking towards an elderly person who quite often you can't see their face in a "oh dear" way and that's not positive. Good legacy campaigns are about life and not death. They're about celebrating what your gift will do after you're gone. Yes, we know that that involves somebody passing away, but it doesn't mean that the imagery within your legacy literature should be that. It's really not inspiring. We want the uplifting images so that people feel inspired to make their gifts.

So, proactive legacy campaigns. Like I say it's all about life and not death. And it should be treated as a capital campaign and not an appeal. A major gifts program, a capital campaign. That means it does need investment. It needs time for planning which we'll talk through it needs clear focus. Obviously, you need time both in the delivery of it and in terms of gifts coming to fruition and it need resource as well. A good legacy campaign is not

leaflets scattered around it is a direct program of activity which we'll talk you through. It needs vision and ambition so we need to think about: what is it that this will achieve? What will this legacy program help you to do? These gifts in the future how will they impact the organisation? It needs trained, executive and volunteer leadership. We do training for clients in asking for legacies as we do in asking for cash gifts. And actually, chapter nine of our book, at the end of that chapter there's a couple of examples, a couple of key questions that are asked in the legacy process and kind of how to overcome those. If you do want a copy of the book Julie's details will be on screen at the end and we can send one to you, you can request that, no problem.

And finally, it needs a personal approach. Like a major gift program, the more personal you ask for these gifts the better. And ultimately you know don't we owe that to our donors? That personal approach? This is the most important gift you will make and therefore they deserve to have the time taken and somebody speak to them one-on-one about what they might like to give, and have it directed for.

Chris: The key word is that previous slide to me has always been proactive. You know a couple of years ago I did a couple of workshops to the IDP around legacies and I spend sometimes looking at the schools who were coming along to see how they promoted legacies on the websites. And what was very telling was that about 60% of the 25 odd schools there mentioned legacies talked about leaving a bequest. But that was it, there was no legacy brochure, there was no opportunity for a conversation. It was all reactive and as we've already touched on, reactive legacy campaigns simply do not have the same impact as when you take the proactive steps towards planning and delivering an efficient legacy campaign. So how do you plan it first of all? The first thing you have to do as you would with any major gift capital campaign is you need to do your homework through a feasibility study. Why? Because it eliminates the risk, it gives you confidence to proceed. It enables decisions to be made about the amount of investment you'll need to make and most importantly it really understands the motivation of your prospects. And in the legacy campaign this is particularly important because you want to understand how your potential prospect your donors your potential legacy prospects are thinking about your organisation and how they want to use their wealth whatever level that might be to give you the ultimate support at the end of the day. The key elements of any feasibility study as you all know are the case for support the research the interviews and particularly in legacy campaigns the ability to be able to conduct surveys. Many years ago there used to be questionnaires sent out by hand by snail mail as we now call it you'd have to rely on people filling them in, putting a stamp back on sending it back now of course we can do all of these online very quickly and very effectively and they really do have a huge impact on the way that you can plan your own legacy campaign and the outcomes of your study will always be the strategic plan you'll understand what the motivation and interests are of your donors and most importantly again you'll have identified some key prospects those people that will not only provide leadership but will also be in the position to make those first major bequests.

How do you then design your legacy campaign? Well, obviously we're all different, we all have different strengths and weaknesses as organisations. But one of the more modern innovations in legacy giving and something that we see being really effective across all sectors is the formation of a legacy club. By which we mean an organisation be it constituted or unconstituted but something that is branded, and very obvious which people

can feel part of and members of. So at various cathedrals we've seen orders of – depending on the saint or name of the cathedral – and these give you opportunities, give your donors opportunities to be involved in the organisation they're going to support they may be giving a low level cash gift now but actually their real commitment is coming down the line. It's a way of being able to engage them socially, to be able to thank them personally to be able to give them the opportunity to wonder around your cathedral your school to talk about the facilities with you and be able to have those conversations saying If I was to leave you some money here, if I was to increase the value of my legacy what could we do? Would it be another bursary? Would it be a choral scholarship? Would it be a – I've even seen a loo in a theatre once – you know, funded by somebody through a legacy bequest. There's all sorts of great ways that you can get people to be motivated to leave you a gift and the best way of all is being able to remain in touch with them socially and treat them like they're any other living donor which they are but you're just not going to get the money straight away.

Powerful legacy packs. Persuasive something different. Not the standard leaflet that Amy discussed earlier on. But maybe something that's a little bit more powerful that has really positive imagery around it that really demonstrates how their gift in the future will help your organisation to thrive and survive going forward for future generations to enjoy. As with all major gift campaigns its equally important that you have an influential leadership group. In the same way that you form a campaign board for a capital project or a bursary campaign you actually need influential people who will be able to declare that they have already supported through a legacy gift and they're going to encourage other people to do the same. In the same way as you would with a major gift campaign, you're going to target your major prospects. You're going to develop prospect cultivation plans, you're going to look at networks across generations, you're going to seek and search for those people who you think are just the right sort of prospects. As Amy said before this does not mean they're all going to be in their sixties and seventies and older. It could be there are generations of people in their forties or thirties who when presented with this opportunity and this option will see it as being a very nice way – however distant they may feel and hope it's going to be – it's a very nice way of committing themselves to supporting your organisation. But as always with any successful capital campaign the real focus has to be on those who are most likely to support you. You'll all know that from capital campaigns you've run. You all know that from the annual school funds you've run or annual collections annual revenue whatever it might be you focus where the money is most likely to come from and it's no different in a legacy campaign.

Then you have those discussions as Amy said. This is a very personal approach. Define how those legacies will be used. What are they most interested in? Is it building? Is it people? At schools, is it bursaries? Is it the long-term survival of the organisation? We've worked with organisations across every sector. In the heritage sector it might well be “actually I'm going to give you this money, so you've got money there to repair your church, your heritage building in years to come”. In cathedrals we see it around the same heritage issues. We also see it with choristers and bursaries and scholarships for choristers because people have spent their lives loving music. We can see very clearly that somebody who's giving you a gift that they will never see the benefit off nevertheless still really care very passionately about how their money is going to be used in the future. And the beauty of course of a legacy gift is they can make that explicitly clear in their will. That is what this money is for. It is very important too, just as it is in major gift capital campaign that you train your executive staff and your volunteers. Now in the case of legacies of course, as we

talked about at the very start, this can sometimes be a taboo subject and yet you know what increasingly as you get older in life and I'm turning 60 this year, you know one is very aware of one's mortality and one's very aware of the need to start thinking and planning about the future of your family and indeed those causes that you care about. And your executives and your volunteers need to understand that they shouldn't be scared to go and talk to people about legacy wills. It may even be that actually the people they're talking to are more comfortable for the very reason that they can give more by having a discussion around what they can do in their will to make your organisation financially stronger in the future. The other thing to look for always within your own community, your networks are: who are those people around who might be able to offer you legal support? While I was at Rochester Cathedral, I know that my dear old colleague Lynn from Rochester is joining us on this webinar, you know we had father of a chorister he wrote wills for a living. That's what he did so he became involved with us. He was the man who when anybody came to us about a will we went and asked this chap to do the paper work free of charge and he was happy to do that for us. And if you can find people within your own networks who can provide that sort of level of professional expertise then you're immediately that link with your potential donors. So really importantly to look beyond just those who might give but also to look for those who might be able to support you with their own professional knowledge and skills.

Then you come to actually how you're going to deliver your legacy campaign and again it's no different from a major gifts campaign. You've got to have that private phase of personal engagement. Small hosted information groups, one-to-one meetings. Try to secure those early pledges from your leadership, from some of your major prospects. Why? Because you want to be able to use the strength to build the foundation, to use the strength of that that early private phase when you launch your big legacy program to everybody. You're always going to retain that focus on personal engagement because it's so important to be able to have those conversations as Amy said to make your prospects feel really wanted and cared about so that they in turn want to care about you. But of course you want to launch the legacy campaign publicly you want to launch it to your entire community because as we all know there are people out there who are silent supporters, they are great supporters but they may not be the type of people who like to put themselves in the public eye. They don't want to be known but they nevertheless could be extremely supportive of you going forward. As we said before you want to have secured a number of pledged because you want to be able to talk about the success of the campaign already. Generational events. This particularly works well for school where you've got year groups who are very well connected. But look across those generations. Look at those special interest groups. Look at those sports teams. Get people coming together to talk about what your cause needs and how they may be able to help. And you might find that just by them talking to each other they'll all start to become aware of the possibility of leaving money in a will and what that actually really means. You can also obviously use information events aimed at these networks to be able to get that message across and to be able to start that personal process. Of course, no information event is of any great value unless you follow it up properly and have those great one-to-one meetings that follow. So really important that you don't just put on an event and expect people to come back to you with six figure legacy gifts. You've got to work damned hard at making sure you secure them afterward through that proper personal cultivated, informed approach. Once they've made their pledge and they've told you they've made their pledge then you want to be able to get people together

as we talked about before through a club through social gatherings inviting them to your cathedral, to your church to your theatre. Once or twice a year, just to say thank you just to make them feel loved and recognised and cared for. And be appreciative of their support.

You can also obviously use newsletters and treat them just as you would any other donor to your campaign but maybe with a slightly different angle because you're talking about the future. You're talking about how important support that they're pledging now is going to be for the future of your organisation. And of course, these days newsletters can be distributed electronically as well as by hard mail so there are plenty of opportunities to keep reinforcing that message and maintaining the levels of stewardship that you really need. Then of course you need to keep people aware of legacies. We're not saying never do a leaflet, never advertise it, of course you should always do that but just be very aware this is always ever the back-up, it's the stuff that sits around it, its ancillary to the main bit of fundraising that you do in your proactive legacy campaign which is all around the face-to-face personal interaction with those people who want to support you.

Amy: Okay just on that note of information events. And also, if you are going to deliver information events for your legacy campaign let's be explicit about what people are being invited to hear about. You know, yes they want to hear about the impact for the organisation and you know that good work that will continue to happen but things that work really well are asking your partner solicitors perhaps to talk about lasting power of attorney talk about how to put your estate into trust. All these issues which worry people when they come to thinking about making a will by offering that kind of free advice it gets them thinning about the process more. And you know people then don't feel tricked about why they've been invited in for drinks that then talking to discretely turning to discretely talking about legacies you know let's be clear what people are coming to hear about. And then we'll get the best results from them.

So, we're going to talk through an example now from one of our clients in recent years. Client of mine: British School at Rome. So, they are a UK based charity but obviously the facility is in Rome. So, we were appointed in very late 2016 to design and deliver a legacy program. Financial year 2015 they'd had 110 thousand from previously undeclared legacies but didn't promote legacies actively in any way shape or form. They did have a good supporter base of regular support between you know 50£ and £2000 per year from around 700 regular supporters. Our original target for that program, the 750 thousand. By March 2018 we'd raised over 1.5million in declared pledges. And then a year later 2.5million in pledges. And we had different phases to that, so we started with UK and Europe and then expanded it out to Canada and Australia. And later the USA where a lot of the BSR's alumni are from. So how did we do it? As Chris said, you start with that feasibility work. Vital. We did a database review looking at previous giving levels to see what giving patterns there were amongst supporters. And then we did that vital vital survey. So now we actually did send a number via post for this one and you have to make that call dependant on the organisation and your supporter base so as you can see just over 1700 by email and 546 via post because there was a lot of older people that we didn't have email addresses for and we wanted to make them part of the process. Response rate: 15.6% that is actually really high for a survey. Standard response rates for survey are 2-5%. So, for us that was a really good indicator that they were a relatively engaged community which was good. Relatively short, only 16 questions. And some of the results from that were fabulous so 33 people stated they had already made a bequest to the BSR. And a further 109 indicated they were

interested in learning more. So, the survey for us achieved 2 things. The obvious one there it gives some clear prospects of people who you can then go and speak to. Either those who made a bequest and you want to talk to them about would they like it directed to a certain area etc. And those who were interested in learning more obviously. But also, it helps us understand what recognition people would like. Often when people are charities are designing legacy programs or any kind of fundraising recognition club, recognition club, Charities assume that their donors want all manner of glitzy recognition and actually quite often it can be really simple things that your donors want in return. It can be a personal thank you from the leader of the organisation. Yes, that they'd like to get together and what have you and we need to do that to steward people along the way. But really use that survey to think about the recognition so you don't go planning something that is really time intensive costly and actually doesn't impact the stewardship of the donor. So, it's really good to get their thoughts on that recognition element. So, we did the supporter survey but we also then did personal interviews. So, as you would do in a feasibility study for a capital program, one-on-one face to face confidential meetings talking about legacy giving, about the vision for the future of the organisation, the case for support and getting their opinions on that. So, then we went into the delivery phase. The creation of this legacy pack. So obviously you need some kind of leaflet the case for support. Some kind of literature that people can have and read and understand what it is that you're asking for. And like we say, please make that positive all along the way. What is also really important is to have some guidance notes. And as Chris talked about if you can get support from local solicitors or you know a local firm of solicitors or those within your organisation who work within the legal field, to put together some guidance notes for you that you can give to people who are thinking "right I'm ready to go and see my solicitor and add this charity to my will". And that's really important to make sure when that will be realised and the gift comes to you, you are able to spend it. So, wording it "yes people can restrict their gift should they chose" but that it's not so restricted you can't spend it. And we've had situations in the past again cathedral example, you know somebody had said "I would like to make this gift to girl choristers aged 8 and under" and actually when it was realised that that group of the choir didn't exist anymore. And then there was a real battle with the charity commission about being able to obtain and spend that money. So those guidance notes can be really really helpful. Also, if let's say the friends group of your organisation has then merged with another giving vehicle or your trust or whatever at your organisation and the gift was made to the friends having specific wording in that will means that the next most appropriate body within that organisation can accept the gift. So, really really important and solicitors will be able to assist you with that. And then the pledge declaration form so not legally binding in any way but a simple form where people declare their gift to you. It's approximate value and obviously if it's not cash, if it's an asset etc a few details about that. And that does two things. Obviously, you then know what the likely value of the gift might be bearing in mind the changes that can occur with people's estates. But also, once somebody signs that and gives it to you even though it's not any way legally binding it cements in their mind their commitment to you and that they're making that gift. And it's very rare that people actually sign declarations like that and then change their will at a later date unless you dramatically annoy them along the way and not looked after them as part of your family. So, then you create the 1916 club at the BSR, that's the founding date so it makes sense to the organisation. Open to everyone who declared a pledge, and we set up annual events either in the UK or Rome, changing each year. Lindsay Davis who some of you

might know who a renowned author is, she studied at the BSR for her research, you know writing, we recruited Lindsay as the first member of the figurehead of the 1916 club. She was our public face of it. She'd already made her bequest when she did that and that's super important so she could stand up and say "I have done this and these are the reasons I want you all to join me" and remember there's really creative ways that you can recognise people. So, again at BSR we started online videos so a number of people who've made a bequest we ask them to film their responses so three key questions, but it started with: "I've left a gift in my will to the BSR because...?" And they gave their reason. And you can then go online and look at that. Particularly for the BSR that was important because we had such a global network of people throughout, like we say, Canada, Australia etc. So, having that online presence made it really visible and accessible club of people to get involved in.

So as Chris mentioned there's a lot of personal cultivation that secured our first 14 bequests. And then we had those information events started aimed at warm prospects. So, the launch event was actually in London and it had a mixture of those who had already given so we were celebrating those who'd already made bequests and all the people whose expressed an interest. And actually, putting those two groups together and having those two viewpoints together was really impactful. You know we had one gent who actually said "I'm embarrassed that I've not done this yet. You know I've been with this organisation a long time now. I'm going to go and do it." And it inspired him to make that next step and change his will to leave a bequest, so, really important getting those two groups together.

Where do legacies fit in your fundraising mix? Actually, for me a really easy question: they should be an integral part of your planning. You know we started with that donor pyramid that Chris talked through and they're right at the top there. Yes, occasionally organisations get legacies completely out of the blue where the charity's been selected because somebody needed to do something with that cash. But predominantly legacy gifts come when you have engaged that donor throughout the donor journey so they should be an integral part of your overarching fundraising strategy for your organisation. Sadly, they often get ignored because the immediate return on investment isn't there. You know, you would hope that somebody doesn't sign their legacy declaration pledge and depart the next day. It does take a while for those funds to arrive. But it is so worth that investment: so worth it because they really can transform an organisation. You know, think of your own charities. If you knew that you would guarantee roughly £2m/ year for the next 10 years coming in without having to you know be filling in trust applications and what have you, just stewarding that group and building that program, that is huge security for an organisation so really worth our thinking how the legacies dovetail with your other programs.

Chris is now the right time? I think you're muted Chris

Chris: My apologies everyone. Is now the right time? As we've discovered over the last few months COVID-19 has had an impact on pretty much everything and anything but actually as Amy talked about earlier on projections around the future of legacy giving are nowhere near as gloomy now as they were a couple of months ago. The reality is that research is suggesting that 8-10 thousand more people are sorting their wills out as a result of the current situation. Now maybe that's because we're all more aware of our own mortality of because they've got more time to think about these things. We don't know but the reality is that people are thinking about their legacies. There is an impact financially as Amy said before because the value of people's property for the time being has probably fallen a bit, and the value of their investment portfolios fallen a bit. So, if somebody was to die

tomorrow and they'd left your charity a residual amount or a proportion of their estate then clearly that's going to be worth less now than it maybe would have been 6 months ago. On the other hand, that doesn't mean to say it wouldn't be worth more in 6 months' time. So, we don't, you know, it shouldn't be a material reason not to start thinking about planning a proactive legacy campaign. Fears about talking about death during the pandemic. Well I think we're all fairly open minded about that, we're all pretty resilient. Obviously, some people have been affected more than others, but we live in a society where death is no longer such a taboo subject. It's very tragic what's gone on recently and none of us can escape that reality, but I don't think that stops us having conversations about doing good in death. And you know we are undoubtedly living in a society I think hopefully more altruistic and maybe a bit more philanthropic in its forward viewing. You've always got to be sensitive in your communications around legacies. You've always got to word your materials with thought and consideration. You can't dive in this isn't that "you're going to die one day give us your money" you've got to position it in a nicer way than that but actually as Amy said before you've got to focus on the really positive outcomes so make those communications sensitive. Don't worry too much about people being offended because it just happens to be now. But above all focus on those relationships. This is a fantastic time to be building relationships with your prospects. Whether they're prospects who are, you've got them down for major donors for a capital campaign or they're legacy prospects or they're annual gift prospects. This is an amazing time to be building relationships. Whether it's by telephone whether it's by zoom videoconference however you might choose to do it. I've been on a number of Webinars recently, you know, postcards to your major donors just to say, "how are you getting on?" things like that are really working effectively for a lot of organisations. So, be creative think about what you can do just to keep your donors and your prospects on side committed and feeling very warm and fuzzy towards you because it's that warm fuzzy feeling that will focus into "how can I help this organisation in the future"?

Amy: Absolutely. And we'll move onto questions now. I think you were going to read some of them out Chris?

Chris: Yeah so, we have a number of questions. Thanks for those please keep them coming if you'd like to. The first question says: "Who offers a training for the trained approach?" Amy, do you want to answer that?

Amy: Who offers the training?

Chris: Training. Yeah.

Amy: So we, when we're working with Clients, we'll hold training sessions both for staff teams but also volunteer leadership so trustees etc you know dependant on your organisation it depends on who might be having those conversations about legacy giving so you know with hospices we've actually trained some of the care teams as well. The hospice at home teams but also those within the facility where people are coming in through the day-care or respite etc because they're the people that get reached out to have the conversations and need to know how to react and what to advise. So yeah, we offer training sessions for clients in all shapes and sizes.

Chris: The next question is: "If you have suggestions as to how to adapt some of the live events given the current situation this would be welcome" Ok well maybe I'll kick off with that first of all. Obviously, we're not able to have big large-scale live events. Hopefully soon we will be able to communicate on a more personal level: maybe even face to face if people are prepared to do so. But in the meantime, as we've just touched on, you can communicate with people in a number of different ways. Pick up the phone, send a post card. Suggest a little catch up, see how they've been getting on. Particularly with your older supporters who may be feeling a bit isolated, little bit vulnerable, this is a fantastic opportunity to involve not just you as fundraisers but maybe other people. So, if you're in a school environment, potentially this could be a chance for some of the kids at school to be ringing up former pupils just to check that they're getting on OK. If you're in a theatre environment, lots of staff furloughed as we know, probably at most theatres, that maybe again there are opportunities just to use existing staff working staff, volunteers even just to check up on people and make sure they're fine. You're not going to have for the foreseeable future the big information events. So, when you come to that sort of challenge there is no reason why you can't organise the small zoom conference to maybe discuss a theme around your cause? It may not be purely and simple about legacy fundraising or fundraising it might be a more general discussion, but it is a good opportunity. People are looking for things to do and have been looking for things to do for some time. The next question is "How do we contact people about legacies during this pandemic while social distancing is still in force?" I'll start on that one but Amy may want to come in but this, we've been saying all the way through, this is a fantastic time to be talking to people and to be planning and preparing so if you go back to the survey opportunity that's there. What better time when people are at home looking for things to do than inviting them to complete a survey? And that should be the starting point of every proactive legacy campaign. The questions themselves which we'll come onto shortly and Amy will deal with, you know they're not intrusive questions, this is a fact finding mission and we're finding increasingly that during the current period people are available to speak by Zoom and they're available to respond to a question and it's going to take them 10, 15 minutes and most importantly they're happy to do so.

Amy: Yeah.

Chris: And then we've got a question Amy which is about the SurveyMonkey questionnaire. I think you've seen that one so maybe you can respond to that.

Amy: Oh, sorry I can't see that Chris, could you...?

Chris: Oh right, so, would you be able to share the SurveyMonkey questionnaire?

Amy: Um yeah, we can provide examples of that for sure. If you contact Julie afterwards and leave your details, we can give you some examples of that no problem. The kind of questions we focus around are partly around the case for support, so you know understanding what does interest people? Whether they want restricted gifts, to be able to give restrictedly, we talk about the tax benefits and whether people understand that? And you know seems like a simple question you either do or you don't, but you know that enables us to know ok do we need to provide that information in our literature? Because there's not point filling literature with information that isn't required or missing it out when

people actually want that data so those kind of things again around the recognition so we give lifts of different things which may be available for recognition and ask people to decide whether you know what would appeal to them? And then also about the giving. So key questions are: Have you left a gift in your will to any charity? Have you left a gift in your will to our charity? If so, would you have a confidential discussion with us about it? And on that question you normally get in my experience about 70% will say “yes” and about 30 would say “do you know what I’d rather just leave it as it is” which obviously completely acceptable and then: would you like more information about leaving a gift in the will? And then finally we ask about whether people would want to be involved in delivering that program? So, Chris spoke a lot about the need for volunteer leadership creating these campaign boards of people who will drive your legacy giving and the survey again is a good way of finding people who might want to get engaged in that fundraising. But yeah anyone who wants further info drop Julie a note and we’ll give you her details shortly and we’ll send you some thoughts.

Chris: And then there’s a question follow up again about surveys is: “would you send the survey to your entire database or select specific segments?”

Amy: Again, I’d go entire database. You never know who is thinking about bequests. At the BSR it was a really mixed bag of people age wise who made bequests and actually some of the larger ones were from some of the younger alumni which was really yeah encouraging I guess but year entire database.

Chris: I think that’s it as far... unless anybody else has got any more questions and would like to ask...? Now’s your chance to do so.

Amy: What I am going to do if I can... is launch a quick poll if you wouldn’t mind just answering that. This is our third webinar and hopefully they’ve been useful for people. So, if you wouldn’t mind just saying you know if there are any subjects, you’d like to have further webinars on we’ll take that into account as we go through the next few months. So, if there’s no more questions that’s the end of our legacy giving webinar. Thank you ever so much.

Chris: We have got a question in chat. [inaudible]

Amy: sorry Chris can you say that again?

Chris: Did you say you would expect a 16% response to survey?

Amy: No. The 16% is actually really high. Standard response rates to these kinds of surveys are between 2 and 5 percent. So, if you’re getting more than that it shows you’ve got a really engaged community. The higher the response rate the better with that. I’ll close the poll thank you everybody. So yeah, the higher the response rate the better. Are they all our questions, Chris?

Chris: That’s all, let’s just double check again... Oh yes, no, no somebody else has come in with another one: “if we were organise a zoom webinar with our partner solicitor should we

make a reference to current circumstances knowing that people are looking at their wills at the moment?" Good question.

Amy: Yeah.

Chris: I don't see why not. Going back to the point I was making earlier, I don't think people will be offended by that. You're offering somebody an opportunity to deal with something that may well be on their mind so you know don't be scared of suggesting this is a good time... you may just want to position it slightly differently? You might want to be that "actually now's a great time to be spending time thinking about these issues and so taking the step to organising a solicitor to give advice on will to anybody who might be interested.'

Amy: yeah there's no hiding where we are, and you know statistics are showing that more people are thinking about their wills because of the pandemic we've been through and there are times of year when people think about their will. January, lots of wills are made in January because it's grey and gloomy and Christmas is over. So, there's no hiding it but yes always be sensitive about the way you position it but it's there isn't it so let's address it.

Chris: And then we, we've got another question. Final question I think from someone who says: "what forms of recognition have other clients of ours offers to pledgers?"

Amy: Ok the annual event is well received. And that you know that can vary location wise and how it happens but normally something quite informal where those people get together, they feel that sense of community and companionship and doing something special for the organisation. And where they're thanked every year for their commitment. Other than that, quite often it is a personal thank you from the leader of your organisation whoever the best person for that is. And regular newsletters on activities etc within the organisation and what's going on. But it really is bespoke. And actually, you know the more creative you can be without going too far and like I say creating programs that aren't necessary, the better. But that's why that surveying is so important because you do understand then what key supporters really want without just creating something from scratch of what you think they might want. And I think was our last question so thanks again once again everyone for joining us. As I say this will be online in the next couple of days on our website on the resources section. Both emails for myself and Chris are there. If you have any further questions, you want to chat one-on-one about your own organisation, drop us a line. That's no problem and if you would like a copy of the book please email Julie and she'll send that out to you. But thanks once again everybody, have a great day and hopefully we'll see you soon.

Chris: Thanks for joining us everyone.