

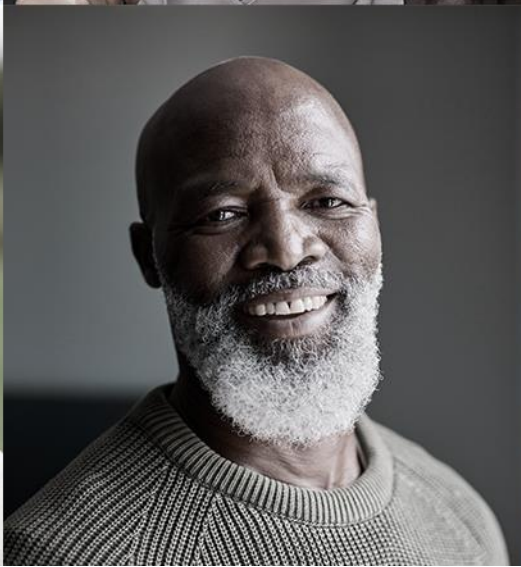


**Legacy
Futures**

Securing your legacy future

Hospices and legacies 2021

12.07.2021



Foreword



David Burland
Director, db associates

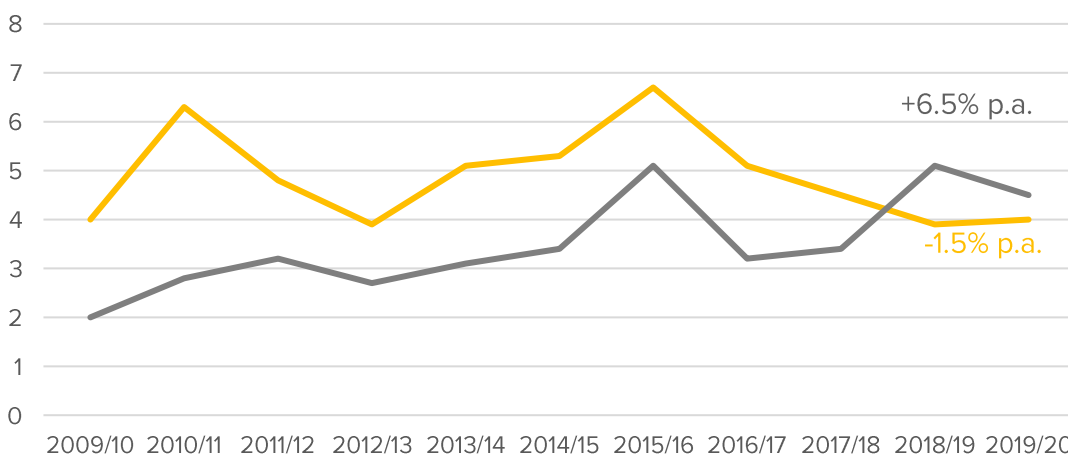
As this and many other reports have shown, legacy income is a vital source of funding for the UK hospice sector. Yet, as you will read here, there is evidence that hospices have treated legacies as a ‘cash cow’; banked the money, but done relatively little compared to other charities to promote gifts in wills.

Hospices have long avowed the need to be more open to talking about death and dying. Yet we seem strangely reluctant to talk about legacies, despite the obvious link. As one respondent said, “the integration between legacy planning and advance care planning is especially important as a hospice”. Two hospices CEOs have told me in recent years that they missed out on major gifts from patients because their care teams did not respond properly to a wish to leave a legacy to the hospice.

So it is perhaps not surprising that the latest figures show the growth of legacy income for hospices trails behind many other healthcare charities. Moreover, hospices are more reliant on exceptional windfall bequests. This contributes to the commonly-held assumption that legacy income will always be unpredictable. In fact, as Legacy Foresight demonstrates here, there are ways to forecast future legacy revenues.

A long term, consistent approach to promoting legacies can pay dividends. The graph below shows legacy income for two of the largest hospices in the UK. The one in grey has adopted such a strategy; to my knowledge, the one in yellow has not been so consistent in doing so.

A tale of two hospices:
Legacy income, £m, 2009/10 - 2019/20



Source: Charity Commission Register of Charities 2021

Legacy Futures and other experts in the field predict a boom in legacy income in years to come as the baby boomer generation ages. The number of bequests is expected to rise by 23% in the next decade. But there is also increased competition; 1,600 charities received a legacy for the first time in 2019.

Investing in your legacy marketing now is perhaps the best bequest you can make to your future patients and to those who follow you as trustees or members of staff.

I hope you find this report of interest.



Ashley Rowthorn
CEO, Legacy Futures

Since the turn of the twenty-first century, gifts in Wills have been one of the great fundraising success stories, with legacy incomes doubling in real terms over the past 30 years. And looking ahead, that trajectory is set to continue, thanks to a powerful combination of demographic and marketing drivers. According to our latest long-term projections real legacy incomes will double again by 2050.

However, in an ever more crowded legacy sector, your continued income growth cannot be taken for granted. Effective legacy fundraising requires unfailing commitment. For many donors, leaving a gift in their Will is the ultimate expression of a lifetime of support.

To demonstrate that you need – and indeed deserve – that gift, your hospice must continue to prove your relevance, show your appreciation and build personal connections.

At a time when many of us are conscious of our mortality, and imbued with a heightened sense of community, the case for legacy giving is more pressing than ever. Now is the time to secure your legacy future!

Why legacies matter, now more than ever

Last year's *Strengthening Charities Resilience with Legacies*¹ report underscored the vital importance of gifts in Wills to the UK charity sector. Drawing on the latest sector data, new survey findings and interviews with leading legacy experts – both senior fundraisers and commentators – the report highlighted six reasons why legacies matter in our post-pandemic world.

A significant income stream. Raising over £3bn of income a year (that's 16% of all fundraised income), legacies have become a key part of the UK giving landscape. More than 10,000 charities benefit from gifts in Will each year, and charitable Will-writing by the public is growing fast. Legacies offer a reliable income stream and greater resilience within a highly volatile and unpredictable environment. The precise amount or timescales of the arrival of gifts isn't always predictable, but an established legacy stream, together with donations written into Wills in years gone by and stored in reserves, enables charities to sustain services and jobs and to improve their offering for beneficiaries, whatever the current situation.

An unrestricted source of funds. When the UK went into lockdown in March 2020, fundraisers' most carefully laid plans had to be tossed aside as charities sought to find new ways to deliver services and generate income. This shift of approach and need for flexibility takes investment, time and resources, with the need to train and upskill staff. With most legacies providing an unrestricted source of income, the ability to adapt and to deploy funds as needed in a time of crisis continues to be invaluable.

An unique offering for supporters. When speaking with legacy leaders, there is an overwhelming sense that legacy giving is something 'special', and that conversations about their final wishes and hopes for the future deepen the connection between charities and supporters. At the leading edge, legators are greatly cherished. Their contribution to the charity is seen as far more than a financial transaction, but a reflection of the individual's beliefs, the strength of the charity-supporter relationship and an investment in the organisation's ability to continue its work long into the future.

“Talking about legacies is such a life-affirming, inspiring conversation to be able to have with our supporters. We get to tell amazing stories about those that have remembered us in their Wills, why they chose to do so, and what we have been able to do as a result and that's a really powerful thing.”

Nick Geordiadis, Director of Fundraising and Supporter Engagement, Christian Aid

Long-term income for long-term solutions. With charities working so hard to achieve lasting change – whether their work addresses social inequality, homelessness, environmental issues, medical research or any other cause – it's clear that long-term solutions are needed. While charities need a diversified fundraising portfolio and to meet immediate funding goals, legacy giving gives them the ability to forecast and plan for how they develop and fund frontline services for the years ahead.

“Legacies play a huge role not only in meeting current demands, but in helping us be strong enough for what comes next....Ultimately, if you want to ensure your charity will still be here in 10 or 20 years time, you absolutely need to be focusing on legacies.”

Kerys Sheppard, Head of Fundraising, Shelter Cymru

Greater recognition across the sector of the importance of promoting legacy giving, both individually and collectively, and of normalising conversations around end of life planning. Two thirds of the charity representatives surveyed for the report identified gifts in Wills as a top investment priority. To make a real success of legacy giving, that investment involves not only money but time, energy, resources, people and skills. Today's legacy fundraisers are increasingly agile, trialling and adopting new channels, increasing their use of digital platforms, social media and the telephone to reach and inspire supporters with the concept of leaving a gift in their Will. They also recognise the need to work collectively to drive up market growth.

“Charities that will benefit from legacies, and see the number of gifts grow, will be those that continue to ensure they maintain active legacy marketing over the longer-term, both at a sector-wide level and within our own charities too.”

Iain McAndrew, Director of Fundraising & Communications, Children's Hospices Across Scotland

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 2055ⁱⁱ – 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 21% over the next five yearsⁱⁱⁱ.

Record levels of demand for charitable Will-writing. The proportion of Wills that include a charitable gift has risen by 24% over the past twenty years^{iv}, and the pandemic has fuelled greater demand for Wills and end-of-life planning. The Law Society reports that 7% of the UK public wrote or updated a Will in the first lockdown of 2020, while one of the largest Will-writing providers – Co-op Legal Services – reported a 61% increase from 2019 to 2020 in the number of clients choosing to give to charity in their Will.

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 will double in real terms** over the next thirty years.

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.

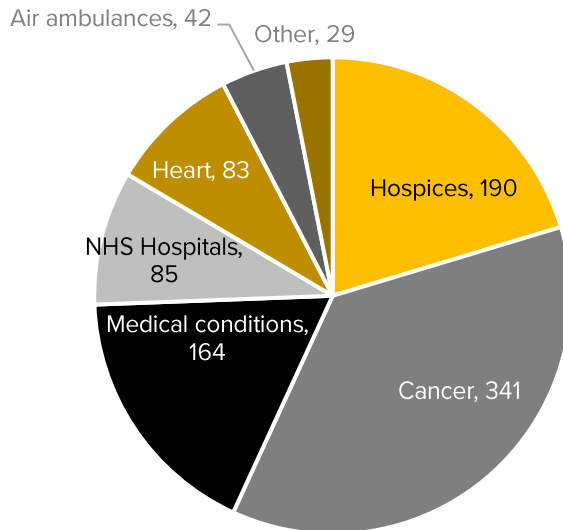
“Too often, the challenge for fundraisers is having all these ideas, and knowing what we should focus on now. Legacies can slip down the list and, before you know it, you're another five years down the line. I think that legacies are probably the only way to know that the charity you work for – the one 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^v total UK legacy giving is worth £3.2bn - of which health charities (including hospices) represent 38%. Hospices account for one fifth of the health charity legacy sector, with combined income of £190m.

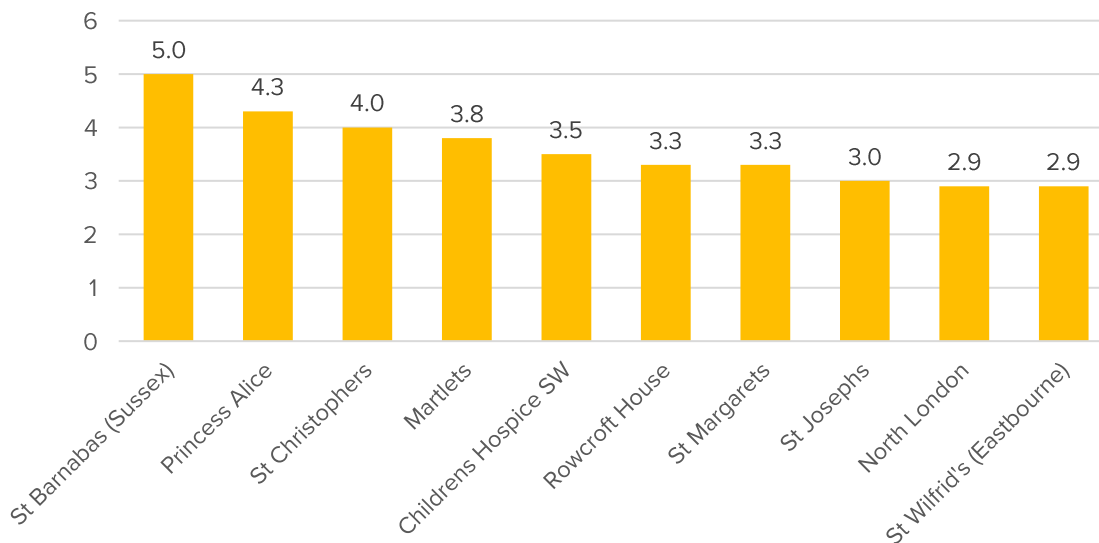
Legacy income by health sector, £m, 2019/20



Source: Charity Commission Register of Charities 2021

The 158 hospices in the top 1,000 legacy charities^{vi} – a mixture of adult and children’s hospices – received on average £1.2m legacy income in 2019/20. Just 24 hospices received over £2m p.a. in legacy income^{vii}, and three (St Barnabas House, Princess Alice and St Christopher’s) received over £4m.

Top 10 local hospice charities
Average annual legacy income, £m, 2017/18 - 2019/20



Source: Charity Commission Register of Charities 2021

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.

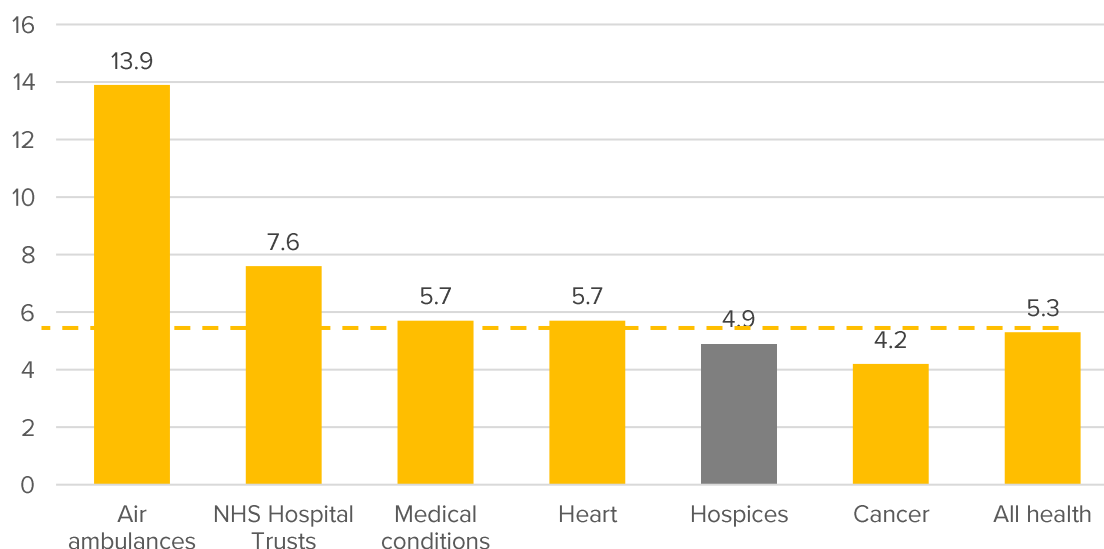
Back in 2017 we carried out a benchmarking project with eight hospices from the South East of England. We analysed their income, bequests received and donor profiles, along with their legacy marketing spend and staffing levels. Although their combined growth rate was strong, we found that – in contrast to the legacy market overall – growth was being driven by bequest values (boosted by the buoyant regional housing market), *not* numbers.

We also found that a disproportionately high share of legacy income came from a few very large bequests, whereas smaller cash gifts – the ‘bread and butter of mainstream British charities – were less prevalent. The analysis suggested that these hospices were overly-reliant on a few ‘windfall’ bequests to drive income, rather than building and stewarding a robust base of future legacy donors.

The lack of investment was reflected in the resourcing for legacy fundraising teams, which – even given the hospices size – was low compared to the other charities we work with. Across the 8 hospices combined there was just £70,000 legacy marketing budget and 2 FTE marketing staff. While the ROI might appear impressively high, think what could have been achieved with more investment!

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 2009/10 to 2019/20, hospice charities have seen their legacy income grow by 4.9% p.a., compared to 5.3% p.a. for the health legacy sector (and 5% p.a. for the market overall)

Underlying annual growth rates, % p.a by sector, 2009/10 - 2019/20



Source: Charity Commission Register of Charities 2021

In contrast, air ambulances (+13.9 % p.a.) and NHS Hospital Trusts (+7.6% 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 5.7% 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 158 hospice charities in our sample's combined legacy income grew by just 2.5% p.a., compared to 4.3% p.a. for the health sector overall. Meanwhile, air ambulances, specialist medical charities and NHS hospital trusts continued to perform well, with growth rates of 11.2% pa., 5.7% p.a. and 4.7% pa. respectively.

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 2019/20, the highest ranking hospice (now St Barnabas House) was at number 71. Which means that more than 20 charities have overtaken you in the past nine years. At the same time, hospices' share of all health charities' legacy income has fallen from a quarter to a fifth.

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 hospice teams told us

Following on from last autumn's *Strengthening Charities' Resilience with Legacies* report, Legacy Futures conducted a subsequent survey to understand the significance of legacy income within the hospice sector. The survey took place in April/May 2021, and 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 82 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). 36 respondents were from hospices with annual expenditure under £8m, the remaining 46 from larger hospices with expenditure over £8m. For a more detailed breakdown of the sample see the appendix.

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 – now and in the future; expectations of market growth and the accuracy of legacy forecasting.

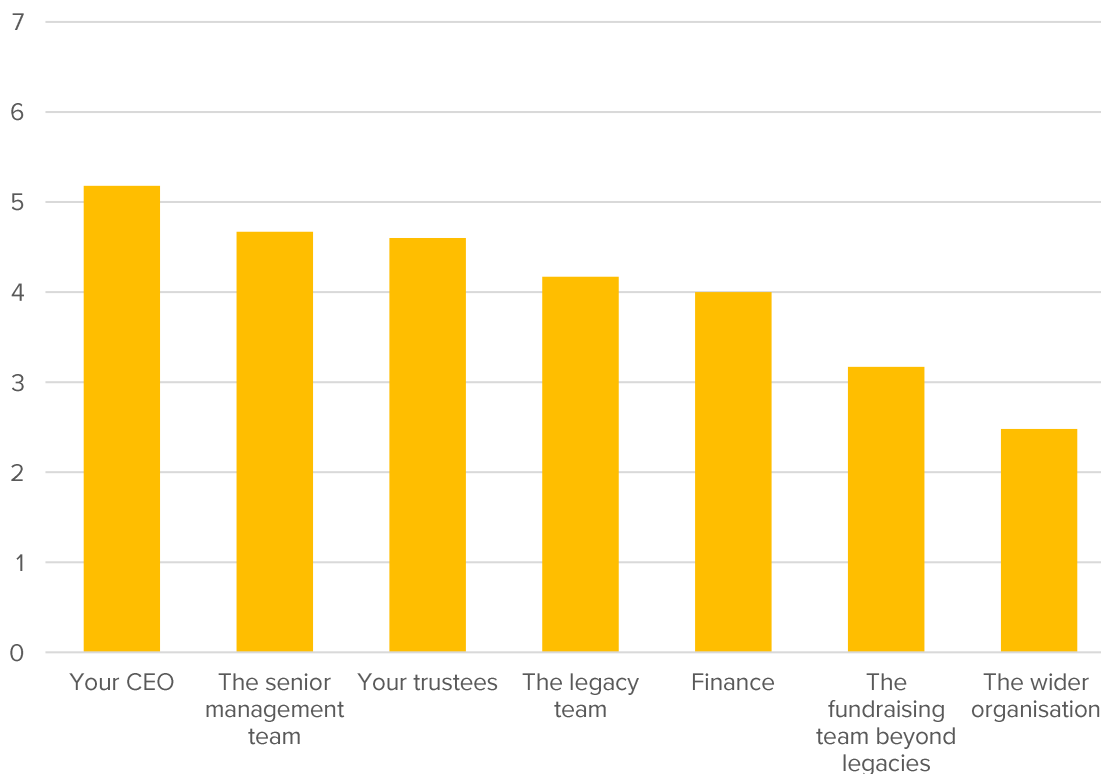
The survey also aimed to gauge the level and shape of demand for better insight, intelligence, and training to promote legacy giving, administration and forecasting within the hospice sector; and the appetite for collaborative approaches to these issues.

Here are some of our key findings ...

Internal engagement across the organisation is key

Overall, the CEO and Senior Management Team had the most influence on legacy investment. It was generally felt that they were supportive and understood the relative importance of legacies and the income it provided, but this needed to be balanced against the need for in- year income. As one respondent put it *“To an extent there is still the same age-old battle of ‘legacies always come in – why invest’? The Board wants black and white and legacies are not so straightforward”*. Another pointed out *“We lack a plan for investment of time and effort in generating legacies”*.

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

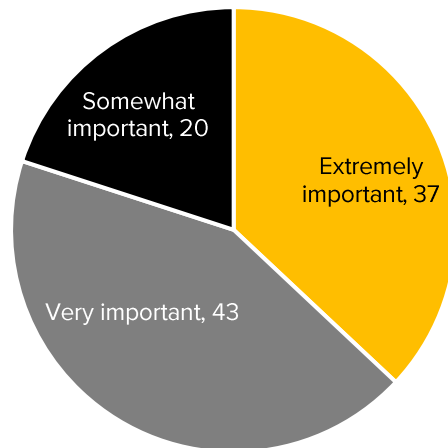


Source: Hospice Legacies Survey Spring 2021

Legacy fundraising is seen as a priority

Among this sample at least, the importance of legacy fundraising was a given. 80% of respondents said that legacy fundraising/marketing was extremely or very important in their current fundraising priorities. One respondent told us, *“Senior Management and trustees are very supportive of increasing our investment in legacy marketing”*. There was very little difference by size of hospice – if anything, the smaller charities saw it as even more important. No-one believed it was unimportant.

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



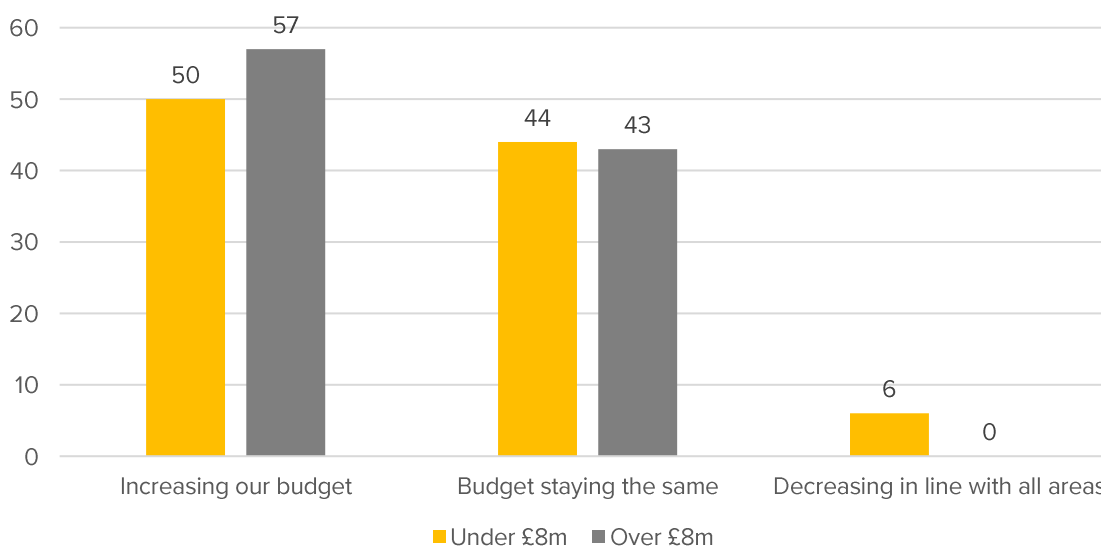
Source: Hospice Legacies Survey Spring 2021

Marketing budgets grow to support legacy development

The commitment to legacy fundraising was reflected in what's happening to budgets in the year ahead. Overall, 53% of respondents^{viii} said they were increasing their budgets, while 44% said budgets were staying the same. Only 2 respondents were decreasing their budgets in line with all areas of the charity, while none were cutting their legacy budgets *more* than other areas of the charity.

The larger charities in our sample were slightly more likely to be increasing their budgets – 57% (over £8m) compared to 50% for the smaller organisations (under £8m).

Which of these statements applies to your organisation's legacy marketing budget in the coming year



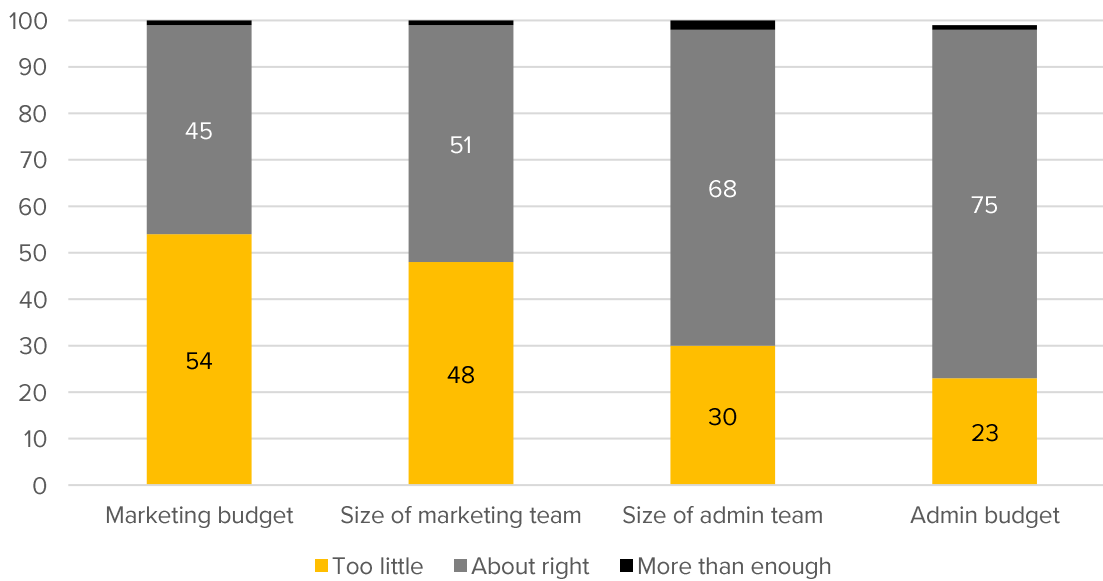
Source: Hospice Legacies Survey Spring 2021

Resource can be tight to achieve the results desired

We asked about the level of resources available for legacy marketing and legacy administration, splitting out marketing budgets and team numbers. While most respondents were relatively sanguine about their legacy administration resource, many more felt their legacy marketing teams and budgets were too small.

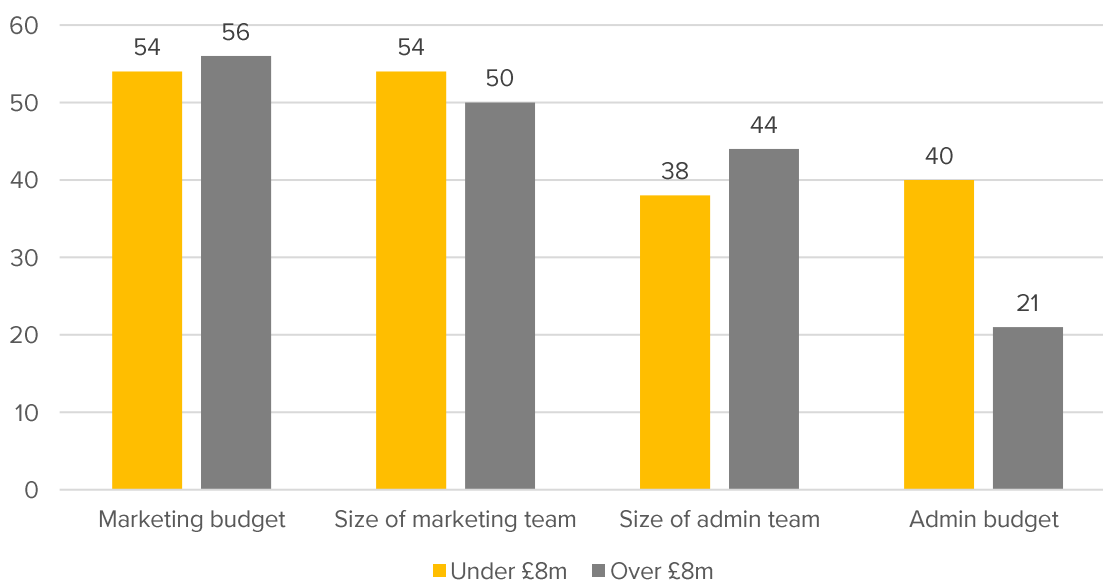
There were some interesting differences by charity size, with the larger hospices (with expenditure over £8m) more concerned about their marketing budgets and the size of their legacy administration team. As the legacy caseload climbs, so does the need for dedicated and specialist administration resource, both to optimise the funds realised from the estate, and to appropriately steward the family and friends of the deceased.

What is your view on the level of legacy resources you have?



Source: Hospice Legacies Survey Spring 2021

'We have too little legacy resources' by size of hospice



Source: Hospice Legacies Survey Spring 2021



The importance of good legacy administration

Paul Browne

Consultant, Legacy Link

Legacy Administration, at first glance, can seem like a simple and easy process, and in some cases it can be. Funds *can* arrive from estates quickly and with no additional work required, but sadly this isn't always the case. Good legacy administration can make a world of difference in many ways. For example by:

- Simply ensuring your charity receives the full value of a gift in a will, and what the deceased wanted to achieve in leaving the gift.
- Ensuring that the process of executing the will is carried out correctly and sympathetically at a reasonable cost by those involved.
- Creating and maintaining excellent relationships with the deceased's family and friends throughout the administration, which can lead to legacy giving stewardship
- Projecting a personal and professional impression to all involved in the process, enhancing your charity's reputation.
- Highlighting the good work the gift will do, encouraging those involved to support the organisation in future.
- Making sure those administering the estate respect all the tax benefits available to charities and the estate as a whole for leaving a gift to a charity.

These are just a taste of the areas that a professional Legacy Officer may be involved with when dealing with a gift in a will to your charity. There really is no "thank and bank" when it comes to gifts in wills.

Market projections are seen as problematic

When asked *by what % do you think the legacy market will change over the next 3 years?* respondents gave a wide range of views. 39% thought there would be a 10% increase. 28% expected a 20% increase and 8% expected a 30% increase. Only 4% expected a drop, while 18% were unsure.



Projecting the legacy market

By Jon Franklin

Economist, Legacy Foresight

Legacy Foresight's latest legacy market forecasts (March 2021) suggest a return to growth over the next 5 years, albeit at a slightly lower level than would have been expected pre-pandemic.

Cash legacy income will recover from 2021 onwards

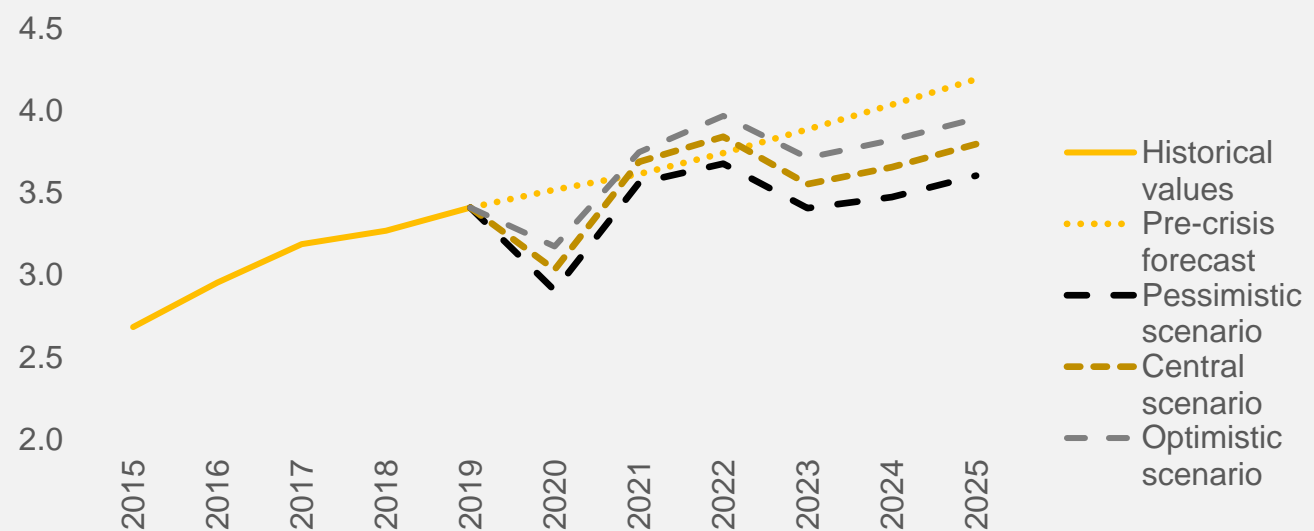
- We estimate that legacy income in the UK fell by around 11% in 2020, reflecting the sustained shortfalls in bequests over the last two years.
- We expect legacy incomes to recover in 2021, with a central growth estimate of 27%, as income starts to flow from the anticipated recovery in bequest volumes.
- This growth will continue in 2022 with further growth expected in our central case of 7%.

The 5-year outlook remains positive

- Over the five-year period 2021-2025 we expect total legacy income to be 18%-24% higher than it was over the equivalent five-year period 2016-2020, reaching between £3.7bn and £3.9bn by 2025.
- Likewise, we expect to see around 15% more charitable bequests over the 5 years 2021-2025 compared to the previous 5 years 2016-2020, driven by the impact of Covid-19 and long-term demographic changes on the number of deaths.

For more information on our latest market forecasts click [here](#)

Total UK legacy cash income, £bn



Confidence in in-house income forecasts is low

We also asked about the accuracy of your own medium term legacy forecasts. Overall, levels of confidence in in-house legacy forecasting were low. Only 3 respondents felt their income forecasting was 'very accurate', 57% felt their medium-term forecasting was 'somewhat accurate' and 34% felt it wasn't very accurate. As one respondent graphically put it: "*Legacy income continues to be the white knuckle ride of budget forecasting*". Another added: "*It's so unpredictable and our legacy income can vary so much that we have to take an average or a gut feel and run with that.*"



Four tips for forecasting your legacy incomes

By Kath Horsley

Director of Analysis, Legacy Foresight

In today's volatile legacy market, the need for informed, objective legacy forecasts is greater than ever. As a smaller charity, this volatility in legacy income can be even more pronounced, making it very difficult to manage, budget and plan for. While legacy income will always have an element of volatility there *are* things you can do to try and improve your legacy projections. Here are four important rules of thumb when projecting your legacy income.

1. Forecast on numbers of bequests and average values, not income
 - Separate out residual and pecuniary
 - Separate out high value vs. 'typical'
2. Use historic trends as a guide, relative to the market overall
 - Bequests/death
 - Market share
3. Consider any relevant major events
 - But remember the long lag between action and impact
4. Look over as long a time period as possible

For more information on our legacy forecasting service click [here](#).

Strong demand for more intelligence

Finally, we asked about what information or insight would help them to develop their legacy programme. The most wished-for intelligence was around supporter insight – who are your potential legacy donors? Why might they be motivated to leave a gift to your hospice? Which other organisations or individuals are they considering leaving to?



Understanding your legacy donor

By Dr Claire Routley

Head of Legacy Consulting, Legacy Voice

At Legacy Voice we recommend underpinning your legacy fundraising with an understanding of the audiences you are working with. In particular, supporter insight can help you to:

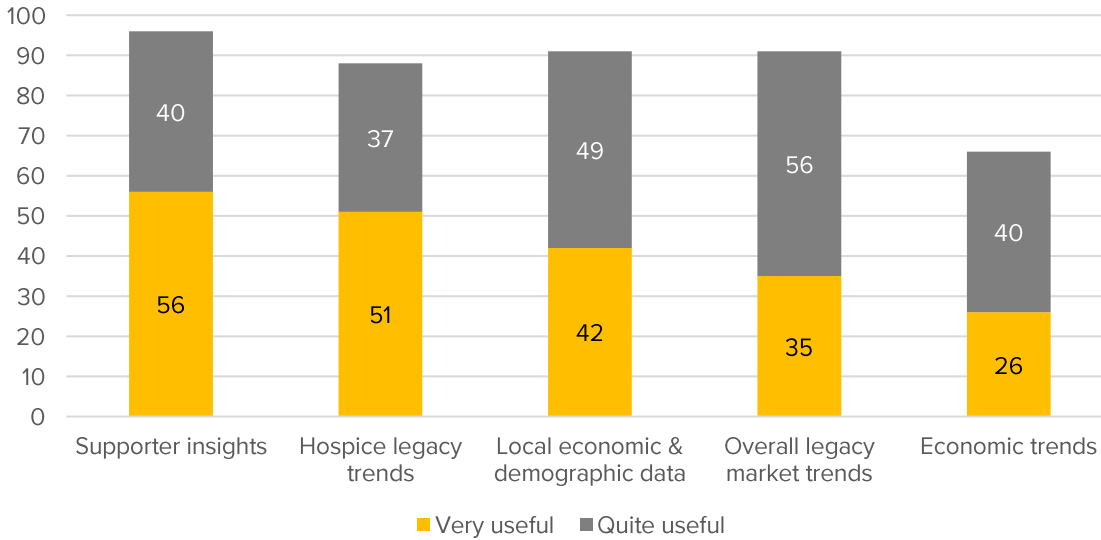
- Measure how interested your audiences already are in gifts in wills, giving you a benchmark to work from
- Understand which areas of your work are most important to your supporters
- Capture supporters' stories
- Understand who your supporters are, demographically
- Explore the attitudinal and demographic similarities and differences between people who are interested in legacy and those who are not

That insight can serve several purposes from providing the foundation for developing your legacy messaging, to feeding into your legacy strategy to informing your colleagues. Most importantly, however, it can ensure that your approach is built in a way that takes accounts of the needs, attitudes and opinions of your supporters, giving you the highest likelihood of success whilst giving supporters a positive experience.

Just over half of respondents considered hospice legacy trends as very useful when developing their legacy programme, a further 37% thought these would be quite useful. Conversely, trends in the overall legacy market were more likely to be seen as nice-to-have, with 35% regarding them as very useful and 56% as quite useful.

Understanding the wider economic and demographic environment at a local and national level were also seen as useful – big picture factors such as deaths and house prices are an important driver of the number and value of the gifts in Wills your hospice receives.

How important do you think the following are to help develop your legacy programme?

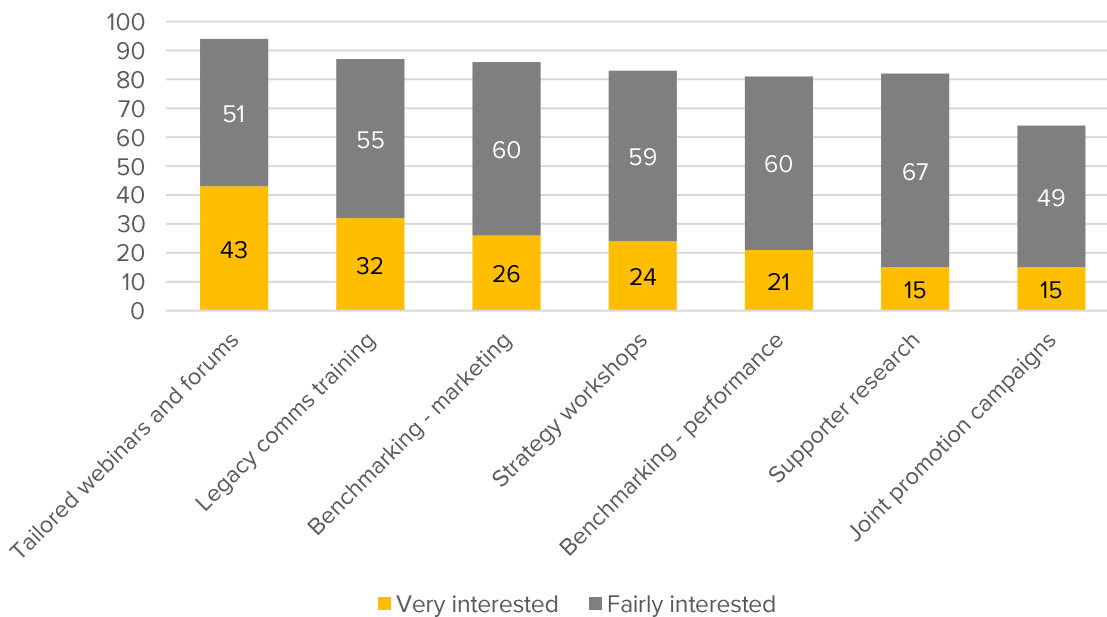


Source: Hospice Legacies Survey Spring 2021

Growing interest in collaboration

There generally seemed to be a very positive response to the idea of co-creating and co-funding legacy initiatives across hospices. Joint communications training and strategy workshops, along with tailored webinars, were popular angles. Benchmarking – both legacy performance and legacy marketing – was attractive, especially among the larger hospices; this group also reacted far more positively to the idea of co-funding supporter research. On the other hand, many respondents were less convinced of the merit of joint campaigns.

How interested are you in working with other hospices to co-create and co-fund these initiatives?



Source: Hospice Legacies Survey Spring 2021

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.

Our survey of 82 hospice stakeholders showed a heartening recognition of the importance of legacies to your organisations. But, as our previous benchmarking work highlighted, investment in legacy fundraising and administration is often low and sporadic, even among the bigger hospices.

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; collaborating on joint initiatives to grow your collective income.

We can help to secure your legacy future.



The Hospice Legacy Circle

By Richard Hill

Programme Manager, Legacy Futures

The Hospice Legacy Circle is a group of hospices who come together to learn and share about all things legacies. 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 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.

Annual outputs

- ‘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
- Private online discussion forum to carry on the conversations between workshops
- Repository of presentations and data in a dedicated project portal
- Hospice Legacy Helpdesk – a secure platform to ask questions of our team of experts.

Annual cost

£2,000** + 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

** Based on 20+ hospice members

Appendix

Survey respondents by role

Trustee	9
Director	36
Head of Department	12
Senior Manager	3
Manager	9
Executive	10
Officer	3

Survey respondents by team

Fundraising & comms	48
Finance	7
Operations/HR/general management	8
Senior management/trustee/CEO	19

Survey respondents by size of hospice (based on annual expenditure)

Under £2m	7
£2m - £4.9m	13
£5m - £7.9m	16
Over £8m	46

With thanks to Hospice UK and the Hospice Income Generation Network for promoting the Hospice Legacy Survey and to Hospice UK for hosting the follow-up webinar on July 8th 2021

ⁱ Strengthening Charities Resilience with Legacies, Remember A Charity, Institute of Legacy Management, Legacy Foresight, Smee & Ford, November 2020

ⁱⁱ Passing on the Pounds, Kings Court Trust, 2017

ⁱⁱⁱ Savills, March 2021

^{iv} Smee and Ford, 2020

^v Legacy Market Review 2020

^{vi} Legacy Foresight analysis of the Charity Commission Register of Charities in England & Wales, June 2021

^{vii} Legacy incomes can be highly volatile year on year, so this is based on average legacy income in the 3 years to 2019/20

^{viii} Excluding 6 who didn't know what was happening to their budgets

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. 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.

The best benchmarking, research and forecasting in the sector

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.

Strategies and communications to transform your legacy potential

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.

Trusted administration consultants to secure and grow your income

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, (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.