



Programme Proposals 2020-21 | June 2020

Adapting to the in-memory landscape after the pandemic



LegacyForesight

Introduction

In-Memory Insight explores the size, shape and scope of in-memory giving in the UK. We collect hard evidence to inform in-memory fundraising strategies and convince senior management of the value of in-memory giving.

In-Memory Insight is a consortium research programme run by Legacy Foresight, Europe's foremost analysts of the legacy and in-memory sectors. We work closely with a 'learning circle' of leading charities – over eighty of them in the past nine years – who agree to pool their budgets, experiences and data to help build evidence and insight.

How we work

In-Memory Insight is a rolling research programme, with each year building on the one before. We use a wide range of research methods as appropriate, including:

Desk research – to uncover important underlying issues to explore in our own research, and to identify existing sources and experts to draw upon

Focus groups and depth interviews – to understand in-memory donors' motivations, experiences and expectations of giving and fundraising in-memory

Consumer surveys – to track the incidence and value of in-memory giving by method: funeral gifts, regular donations, events, tribute funds etc

Best practice – to establish the current status of in-memory marketing in Britain, and to find the most innovative and effective strategies

Benchmarking – to measure the funds raised from in-memory donors by the charities in our consortium, and the resources invested in in-memory marketing

Group discussion – bringing charities together to share issues and ideas

Over the past nine years we have explored a series of themes:

2011/12	What drives engaged in-memory donors to give, and give again
2012/13	The role of in-memory giving in bereavement
2013/14	How much money is being given/raised in memory
2014/15	Fundraising in memory through events
2015/16	Charities' use of in-memory products
2016/17	The use of social and digital media in memory
2017/18	The role of funeral directors in in-memory donations
2018/19	The links between in-memory and legacy giving
2019/20	Understanding in-memory stewardship

This proposal is for the tenth year of research, from September 2020 to April 2021, and will explore the in-memory landscape after the Coronavirus pandemic.

Adapting to the in-memory landscape after the pandemic

This year an earthquake has rocked the in-memory landscape. The global Coronavirus pandemic has shaken our culture and communities to the core. The immediate impact on all aspects of charity fundraising has been huge – perhaps none more so than in-memory.

At present, conventional funerals are impossible, fundraising events have been cancelled and commemorative gatherings of all kinds are not allowed. But at the same time, the deep-seated need to grieve for and honour those who have died – whether from COVID-19 or any other cause – is greater than ever.

While some relaxation in lockdown is now in train, the shock-waves in terms of gathering, grieving and remembrance will take many months to subside. Furthermore, we believe that over the course of the pandemic many of our attitudes, rituals and amenities relating to death and remembrance will have changed forever.

Once the immediate crisis is over, what will the new in-memory landscape look like? What are the challenges – and the opportunities – for fundraisers?

Starting in autumn 2020, and drawing on trends and contacts built up over the past nine years, this research will ask:

- What's changed since the Coronavirus pandemic struck in spring 2020 ? How are in-memory supporters and fundraisers adapting?
- To what extent were things changing already ? Which trends have sped up? Changed direction? Slowed down? Which are likely to endure?
- What new trends might have lasting impact on remembrance and in-memory giving?
- What can/should charity's role be in providing opportunities to give as part of the grieving process?
- What are the implications for staff/volunteer management and support? In-memory resourcing? Communications?
- What does the experience teach us about new ideas or new ways of connecting with in memory donors in the future?

Our emphasis will be on the medium term impact on the in-memory giving landscape over the next 1-3 years, giving fundraisers practical ideas about what to do next. We will also develop more speculative ideas on longer-term (5-10 year) trends, aiming to identify new forms of remembrance that may become part of the future in-memory landscape; new ways of connecting with tomorrow's in-memory donors.

In addition to the core research project, we are offering an optional module, reviewing the effectiveness of members' in-memory web content. This module will run alongside the core research project, and is available at a small additional cost. See page 6 for more information.

Issues to explore

The eternal truths

Many of the fundamentals driving in-memory giving are not new, albeit the crisis has brought them into even sharper relief. For example:

- The need to make sense out of a loved one's death, and to make good out of bad
- The benefit people get out of giving in memory as part of the overall grieving process
- The power of gratitude for the people and organisations that have helped in a crisis
- The extra shock, anger and practical challenges when a death is unexpected
- The desire for personalisation of remembrance, and to 'heroise' the deceased
- The need to connect with friends and family in remembrance
- The importance of sharing memories and storytelling
- The varied customs and rituals surrounding bereavement, grieving and remembrance among different faith groups

The evolving trends

Some trends were already apparent in our past research, but have become more prominent since the pandemic struck:

- The rise in direct cremations
- The shift in responsibility for funeral collections from Funeral Director to next of kin - and the possible drop in the volume and value of funeral donations overall
- The increased use of live streaming and digital payments at funerals
- The use of digital (tribute funds) and social media (especially Facebook) to honour the dead, share stories, provide information and support to family and friends
- The purchase of digital remembrance products and services
- More informal fundraising events, set up by families, communities and workplaces
- The drive for 'disintermediation' – donors choosing to support individuals and informal community groups over registered charities

The recent changes

New issues have resulted directly from the restrictions imposed by lockdown and the remorseless death toll, for example

- The inability to be with the loved one in their last hours
- Limitations on funeral attendance and other remembrance gatherings (including fundraising events)
- The gap between the funeral and (any) remembrance event
- Social isolation depriving grieving people of their ability to connect and comfort
- Imposter syndrome/ survivor guilt among those less directly affected by the coronavirus
- Collective 'social grief'

Thanks to human resilience and ingenuity, some positive changes have developed to counter these, not least:

- The surge in kindness and community spirit
- The rise in support for the NHS and key-workers of all kinds
- Demands for communal ceremonies to remember all those who have died
- The growth in virtual fundraising events

The core research project

This year's research will encompass three groups of people – third party experts, bereaved people and fundraisers.

Firstly, we will talk to those **experts** who are seeing the impact of change at first hand – the funeral directors, religious leaders, celebrants, giving platforms, palliative care workers, counsellors and solicitors. Many of these contacts will be drawn from connections made over the past nine years of In-Memory Insight research. Others will be sourced anew, based on project needs.

Secondly, we will talk directly to **bereaved people** who lost someone close to them before/ during/ after the Coronavirus crisis, through surveys and depth interviews.

Last but not least, we will draw on the ideas and experiences of our learning circle of **in-memory fundraisers**, using workshops (whether face to face or virtual) and online discussion forums and polls.

Core project timeline and outputs

In this fast evolving situation, we aim to keep research timescales tight and offer practical updates as the work progresses via our In-Memory Insider newsletter and reports accessible from the Legacy Foresight Client Portal.

September 2020

Invoices and new member contracts issued

Desk research into new in-memory trends and drivers

- *Report on headline desk research findings and sources*

October – November 2020

Learning circle workshop (2 places per charity) to discuss experiences and scope out the project brief

Expert interviews

- *Report on key themes and emerging challenges*

December 2020

Large scale survey of 1,000 - 2,000 people who have lost someone close to them over the past 2 years – i.e. before, during or after the pandemic

January- February 2021

Depth interviews with people who have recently done something in memory of loved ones with a charity – including known catalyst donors

- *Report on consumer research findings – survey and donor interviews*

March – April 2021

Final project workshop (2 places per charity) including presentations from key experts interviewed during the research.

- *Presentations and workshop notes in PDF*
- *Summary report aimed at senior managers and trustees*
- *Public briefing report signed off by the programme Steering Group*

What we need from you

We know how tight team capacity is this year, so we are not asking you to supply detailed benchmarking data, or to volunteer as case studies. All we ask is the funding to underwrite the shared research and – as always – your active participation in workshop sessions and forums, to share your ideas and experiences.

In-Memory Insight for Hospices

For the past six years we have teamed up with Hospice UK to offer local hospices reduced membership fees. To date, 30 hospices have taken part in the programme – see page 7 for a current list of members. In recognition of hospices' important role in in-memory giving and their more limited resources, Legacy Foresight is pleased to offer any local hospice that is a member of Hospice UK a 50% reduction on the standard programme fee.

Core project fees

In-Memory Insight is funded by a consortium of charities who commit to the programme on an annual basis. Many of our members have been with us since 2011; others have joined more recently. In recognition of today's challenging environment we are holding the price per charity for the third consecutive year at:

National charities	Local hospices
£2,400+VAT	£1,200+VAT

Any new joiner charities who wish to access our archive of past research findings will be asked to pay a one-off premium equivalent to one year's project fees (i.e. £2,400+VAT for national charities and £1,200+VAT for hospices).

Already part of the programme?

The rolling contract you signed on joining is still valid. **If you wish to leave the programme, please tell Caroline Waters c.waters@legacyforesight.co.uk by Friday 31st July 2020.**

Joining the programme for the first time?

The closing date for joining In-Memory Insight 2020/21 is **Monday 17th August 2020.**

To confirm your interest or for more information, contact Caroline Waters c.waters@legacyforesight.co.uk

Optional module – Review of in-memory web content

In today's turbulent times, the need to ensure that all in memory communications are visible, appropriate and inspirational is greater than ever. For many in-memory supporters the website is their first port of call, so it's vital that it's as clear and compelling as it can be.

How hard are your in-memory pages working for you? Are they as informative and inspiring as they could be? Are they genuinely warm and appreciative, making it clear how much your charity values in-memory gifts? Are they still relevant, acknowledging these exceptional times? Do you provide practical advice on funeral collections and tributes, on and offline?

Scoring content against an objective set of criteria, we will:

- Assess the content and tone of all member charities' in-memory content, and produce a short overarching analysis of the strengths, weaknesses and opportunities across the group
- For those who buy into the module, individualised reports will be produced – showing their scores relative to the rest of the group, and tailored recommendations on how to improve the site

The assessment will be carried out from September 2020, with the consortium findings and individualised reports available by December 2020.

This review will build on the mystery shopping work carried out for charity clients over the past few years. Here's what two of them had to say ...

"When we heard about Legacy Foresight's website mystery shopping service we were really intrigued to commission a report, and it didn't disappoint! The report was produced quickly and we found it to be incredibly thorough, providing some really useful insights from both a user and expert perspective and practical steps for us to action to improve our content. We're still putting the recommendations into action, but it's so helpful to have a roadmap to follow based on evidence from sector experts."

Rachel Voyce, Legacy and Commemorative Fundraising Manager, National Trust

"The report highlighted for us that we needed to work harder to succinctly clarify our in memory offering to our supporters. It was clear, concise and easy to digest and confirmed key areas for improvement which we have been able to incorporate into our in memory fundraising development plans"

Angela Grimes, Deputy Director Fundraising and Alison Adams, Community Events Fundraiser at Princess Alice Hospice

This module is being offered to In-Memory Insight consortium members alongside the core research project, at an additional cost per charity of £1,500+VAT. The project is based on a minimum group of 10 charities – if take-up is lower, the module will not proceed.

If you would like to be part of this module, please tell Caroline Waters c.waters@legacyforesight.co.uk by 31st July

Learning Circle members 2019/20

Health charities

Alzheimer's Research UK
Alzheimer's Society
Brain Tumour Research
Breast Cancer Now
British Heart Foundation
British Lung Foundation
Cystic Fibrosis Trust
Macmillan Cancer Support
Marie Curie
Mind
MS Society
Parkinson's UK
Prostate Cancer UK
Royal Marsden Cancer Charity
Stroke Association
Sue Ryder Care

Other national charities

Guide Dogs
Mencap
British Red Cross
CAFOD
Christian Aid
Oxfam
Save the Children UK
UNICEF
Barnardo's
NSPCC
Battersea
Blue Cross

The Brooke
Cats Protection
PDSA
RSPCA
Wood Green
Help for Heroes
National Trust
RAF Benevolent Fund
Royal British Legion
RNLI
RSPB
Salvation Army
Woodland Trust
WWF

Hospices

Eden Valley (Cumbria)
Hospiscare (Exeter)
Martlets (Hove)
Nottinghamshire
Princess Alice (Surrey)
Rowans (Waterlooville)
St Catherine's (Crawley)
St Christopher's (Sydenham)
St Gemma's (Leeds)
St Luke's (Sheffield)
St Michael's (St Leonards on Sea)
St Wilfrid's (Eastbourne)
Wakefield

Key team members



Meg Abdy

Project direction

Meg has been analysing the legacy market since 1994, when she coordinated the first ever legacy forecasting project, now known as Legacy Monitor.

Today she is responsible for programme management and business development at Legacy Foresight, with particular interests in in-memory giving, international markets and donor research.

Meg regularly speaks at charity conferences and her view on the future of the sector is frequently featured in the third-sector press.

These days, Meg lives on the edge of the North Yorkshire Moors, where she and her husband run a 3 acre smallholding, including 3 sheep, 24 hens and a very bossy cockerel!



Kate Jenkinson

Expert interviews

Kate is head of in-memory consultancy at Legacy Foresight and has been instrumental to the development of the In-Memory Insight knowledge bank.

Kate spent over 10 years working in charities as a direct marketing, legacy and in-memory fundraising manager before a spell as a strategic planner with the not-for-profit agency Whitewater. There she specialised in legacy and in-memory research and strategy. She was also a key member of the Our Lasting Tribute team, helping drive some of the sector's ground-breaking thinking on in-memory and tribute fundraising.

Kate is author of the Chapter 'Giving In Memory of Others' in the DSC's popular textbook, '*Legacy and In-Memory Fundraising*'. She is Secretary of the IOF's Legacy and In-Memory SIG group and a regular speaker on in-memory topics



Sue Pedley

Donor research

Sue is responsible for in-depth consumer research at Legacy Foresight, and has considerable experience of clients in both the private and charity sectors.

She has worked with Legacy Foresight since 2007, on the original Baby Boomers project (Living Forever: Baby Boomers and Legacies, 2007) and the subsequent updates (2010/2014/2019). Since 2011 she has also facilitated focus groups and depth interviews for the In-Memory Insight programme and most recently master-minded the Invisible Legator and Understanding Legacy Stewardship projects.

Sue's previous voluntary sector clients include Parentline Plus, NCVO, the Charity Commission, NSPCC and WWF UK. She has an MBA from Kingston University.

Outside work, Sue is a mad keen salsa dancer, dancing around Surrey 2-3 nights a week.



Caroline Waters

Project management

Caroline is a strategic project manager with a track record in managing successful projects and initiatives from micro to major impact.

Caroline established the Alumni and Development Office at the University of Suffolk, where she experienced first-hand the impact a legacy can have on an organisation. She has previously dedicated her career to bringing a University to Suffolk where she formed part of the initial team of three and worked across many key roles during the institution's rapid growth. Leaving a thriving University in a county which has been waiting for over 500 years for one is a proud achievement!

At Legacy Foresight Caroline supports our varied consortium research programmes and contributes to the successful collaboration of members. She also utilises her skills of joining the dots and nurturing relationships in her roles as a charity trustee and school governor.

In her spare time she is a pilates lover, amateur runner, passionate baker and chief taxi driver for her two daughters.

More about Legacy Foresight

Legacy Foresight are Britain's foremost analysts of the legacy and in-memory giving sectors. We appraise the state of the markets, produce income forecasts and research into donor motivations. Our work is used both for ongoing performance management and for long-term strategic development.

Our research programmes

We work with groups of charities to research issues of common interest, exploring new opportunities and challenges. This collaborative approach cuts costs, enables idea sharing and creates opportunities for joint campaigns. Recent and current research programmes include:

Uncovering the Invisible Legator

The Invisible Legator project set out to investigate the many charity legacies which apparently arrive out of the blue; whether from known supporters who had not disclosed their gift, or from people who cannot be traced on charities' databases.

The project aimed to quantify, profile and understand the motivations driving four types of legacy donation:

Disclosed legacy gifts – already made known to the charity

Undisclosed legacy gifts – from known supporters who have not told the charity

Unrecognised legacy gifts – from those who consider themselves supporters but are not recognised as such by the charity

Unknown legacy gifts – from those who have never had any relationship or contact, even though they respect the charity and/or feel an emotional connection

The research uncovered just why invisible legators are so hard to detect; and in doing so, challenged many deep-rooted assumptions about how legacy fundraising works.

Understanding legacy stewardship

There is growing emphasis on 'stewarding' legacy pledgers and prospects, as a way of converting, retaining and growing the value of bequests from known supporters. But the tactics used and the underlying objectives vary significantly from one charity to another. And with such a long lag between communications and outcome, evidence on the impact and effectiveness of stewardship activity is inevitably limited. This project aimed to understand more about stewardship from both the charities' and the donors' perspective, using a combination of member charity surveys, detailed case studies and in-depth supporter interviews.

Baby boomer legacies

As every legacy fundraiser knows, the boomers are a vital audience. We have now researched into this large, affluent and demanding group on four occasions, comparing them with the older 'War Baby' generation. Our latest project updates the desk and consumer research, exploring important new issues such as Brexit and the recent charity scandals. We compare the 'core' boomers (now in their '60s) with the 'shadow' boomers (now in their '50s). As well as providing valuable insight into the attitudes and expectations of these cohorts, we use the findings to update our long-term market model.

Benchmarking

We work with groups of charities to monitor and benchmark trends in legacy and in-memory giving. We examine patterns by charity size, age and sector and evaluate the drivers of past and future income.

Legacy Monitor UK

Our flagship benchmarking programme, in operation since 1994. Today, our consortium has grown to 82 charities, representing over half of all legacy income. Legacy performance data drawn directly from our members' databases are combined with big picture economic and social trends to create an in-depth analysis of the British legacy sector.

Legacy Monitor is run by Legacy Foresight in collaboration with Clear, producers of the FirstClass legacy management software. Legacy Foresight and Clear have been immersed in the legacy sector for over twenty years - our combined team has unparalleled experience, knowledge and contacts.

Legacy Marketing Benchmark

This biennial project compares and contrasts the ways that charities are investing in legacy marketing activities, at what scale, and how effective they are at generating a response. The last benchmarking cycle kicked off in September 2019 and reported in February 2020.

Legacy Monitor Netherlands

Our first international benchmarking programme, run in partnership with European legacy expert Arjen van Ketel. We work with a group of leading Dutch charities (23 at present) to analyse and research legacy giving in the Netherlands.

Forecasting

In today's volatile legacy market, the need for objective, informed forecasts is greater than ever. Critically important for strategic development and budget setting, our legacy forecasts are now an integral feature of many charities' annual planning and review process. Our forecasts are based on statistical models developed and refined over the past two decades, which we populate with your own charity's legacy income and bequests history.

Medium-term forecasting

We have a reputation for accurate, timely medium-term forecasts, projecting your performance over the next 5-10 years. Alongside our central forecasts, we provide optimistic and pessimistic scenarios, to help with financial planning and risk management. Over the past two years alone we have worked with over 30 forecasting clients; from Cancer Research UK to Princess Alice Hospice, National Trust to Dogs Trust.

Marketing evaluation

Our marketing evaluation service provides a long-term perspective on your legacy potential, by quantifying the likely impact of your fundraising strategies on future legacy income, assessing a range of scenarios over a 40-year period.

For more information on these and other services, please contact Caroline Waters c.waters@legacyforesight.co.uk or visit our website www.legacyforesight.co.uk