

Lecture on key issues in Bequest programmes for the arts

by Richard Radcliffe FInstF Cert



Who am I?

- 30 years in fundraising.
- 15 years in legacies
- I have met over 15,500 donors volunteers and users of charity services in legacy focus groups
- I have also met over 2000 supporters of arts organisations
- I have helped write over 600 legacy strategies
- And trained 1000s in how to make the ask for legacies
- I work throughout the world including USA, Canada, all of Europe, Scandinavia, Australasia, India, Israel, Singapore, Malaysia



Legacies are not to do with death

Giving a legacy is joyful.
It is life driven
and only death activated.



tactics

- Reports that say that something hasn't happened are always interesting to me, because as we know, there are known knowns; there are things we know we know. We also know there are known unknowns; that is to say we know there are some things we do not know. But there are also unknown unknowns — the ones we don't know we don't know.

Thank you Donald Rumsfeld



Risks versus Benefits

There is no risk – a legacy campaign CAN be cash free

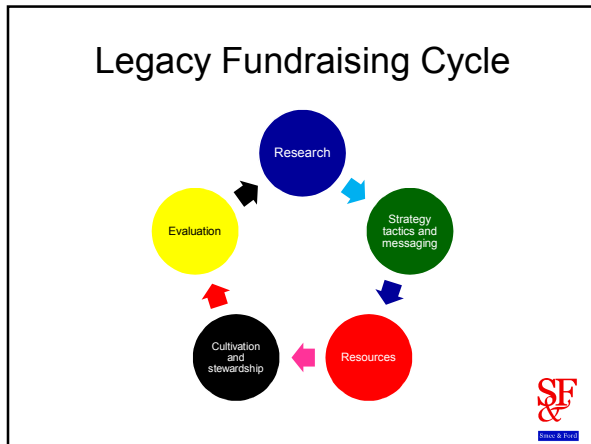
- **Return on Investment (ROI)** : \$1 spent → \$38 income..... But when?
- On average within 10 years BUT impact can be within two years
- Within 4 years: **ROI of at least \$1 spent** → \$18 income



Key issues

- **Listening** to the stories of your supporters do you give them the chance?
- **Honesty**: are you honest about how YOU feel about giving a legacy?
- **Joy**: happy messages are always best
- **Accountability**: are you telling everyone the difference they really make?
- **Transparency** –are you telling the best story on how you spend their money?





Key UK statistics and the legacy market

- Population 61,383,000
(up 480,000 on 2007)
- Deaths 580,289
- Intestacy 13%
- Legators 35,000
- Legacies 109,000

Total value: £1.9 billion;
16% of individual giving

SF & F
Society for Fundraising

Some examples of motivations

- A museum anthropologist has decreed his ashes will be flung in the eyes of the trustees of the British Museum.
- An art critic has designated that his ashes be mixed with breadcrumbs and scattered on the steps of the National Gallery so as to be reprocessed by pigeons as “action painting” that will communicate his views on such art to the trustees.

SF & F
Society for Fundraising

Arts and Culture legacies UK

- 2004 – 2,138 legacies
- 2009 – 2,989 legacies

Why increase? And will this increase?



Recent focus group outcomes

Ten arts bodies:

two galleries, three museums, opera company, two orchestras, community arts group, a history/culture society

- Friends/members we met: 490
- Number of Wills: 368
- Number of charitable legacies: 235
- Number of arts legacies: 72
- Number who said they WILL leave an arts legacy: 234



Questions and answers

- Why so many Wills?
Because they are educated relatively well off people
- Why so many charitable legacies?
Because they are educated relatively well off people!
- Why so few arts legacies?



Key issues

- Not thought of as a charity
- Loyalty is to location: museum/gallery/theatre
- Educational aspects of work are unknown and they are not interested
- They are self interested and focused on their enjoyment (and future enjoyment)
- They do NOT want Will making schemes
- 85% Dislike a Legacy Society



Quotes from committed Friends

Why have you not left a legacy to X arts organisation when you have included charities?

- *"It never occurred to me"*
- *"Is there a need for legacies? I can't imagine why there would be?"*
- *"It never even crossed my mind" and*
- *"I have no idea how you are funded – I presume our membership/subscription covers everything?"*

I have 200 similar quotes!



Australian demographics

2010	60-64	1,154,521
	65-69	857,837
	70-74	663,761
	75-79	533,076
	80-84	425,052
	85-89	251,259
	90-94	104,516
	95-99	30,899
	100+	5,082
2040	60-64	1,532,524
	65-69	1,477,644
	70-74	1,317,197
	75-79	1,134,435
	80-84	909,058
	85-89	611,030
	90-94	350,004
	95-99	124,759
	100+	38,346



Australian Deaths

- 2009 143,000
- 2040 267,000

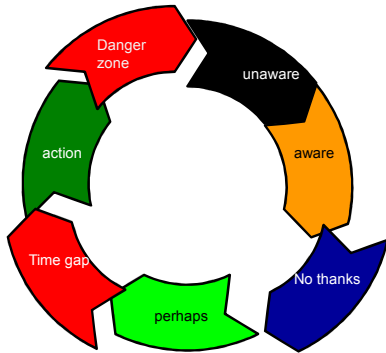
What a great time to be in legacy fundraising!!!

But will longevity mean they will have very reduced assets left?

The Future: number of legacies ↑, values ↓



Prospect journey



The only universal legacy issues



How do people want to be asked?

- Direct mail
- Telephone
- Website
- Newsletter
- Advertisement
- Brochure
- DVD
- Event (legacy or general?)
- One to one?



The answers

- Direct mail – 68% say yes but why?
- Telephone – 5% only for a follow up
- Website – 15% extra information
- Newsletter – 100% but does it work
- Advertisement - 5% possibly
- Brochure 5% possibly
- DVD 10% but not a legacy DVD
- Event - 95% but what type?
- One to one? – 5% - wealthy



Research results in general

- Nobody wants to be asked for a legacy – they want to be made aware of the need
- They want stories told by someone credible. Best: curator, artistic director, CEO, artist
- They don't want to use the words bequest or legacy
- They want to attend private rehearsals or previews and to meet "the stars"



Research results in general

- They want a vision – it proves the need but might not convert them
- They want to know about cost efficiency – they can't complain when dead
- They like to come to events – they don't like individual pressure
- They know they need an up to date Will – they are happy to be reminded



Simple integration

Legacy message:

Every gift in every Will makes a difference
however large or small

If the time is ever right for you to remember Arts
organisation X in your Will that would be
fantastic

&

And please do not mention bequests!



Simple story telling

Every legacy message must be a story by someone

- Stories
- past legacies including quirky ones told by a fundraiser
- Will writing issues and tax benefits by lawyer
- Vision(s) by CEO or artistic director etc
- Financial transparency – CEO or Finance Director

PLEASE note a pledger does not feature!



Hierarchy of legacy prospects

(but it depends on the cause)

- Committed donors/friends – female (10 + years)
- Committed volunteers
- Committed donors/friends – male
- Major donors
- Lapsed Friends



Can success be measured and evaluated?

NO



Pledging and misinformation

• **Care charity**

- Pledgers: 377
- Dead: 277
- Legacies: 2

A university:

- Pledgers: 37
- Dead: 13
- Legacies: 1

We have over 200 similar examples



You think your supporters are different?

Arts organisation (Museum)

- Pledgers 280
- Dead pledgers 130
- Legacies received 25

This is NOT just British ☺! Research in USA, Canada and Netherlands all show similar patterns! SORRY☺



Success is measured by

ACTIVITY



You will never know

When Friends/supporters will die

How much they will be worth

How much they will leave you

And they do not want to tell you their "legacy information" because it is none of your b***dy business!

(Sorry but I am really passionate about this!)



Cultivation and stewardship

card

Annual review

Meeting or event

Enhanced programmes

- Test test test!
Send all legacy communications to 50 donors/Friends asking
"Would this work? Please help guide us"
- Send the above test to 50 donors every day!
- Direct mail: send on anniversary of when they first became a Friend and show how their support has developed your arts organisation
Bookmarks!

Good luck

Some people bring happiness wherever they go.
Others whenever they go
Oscar Wilde
Bye
Richard Radcliffe

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