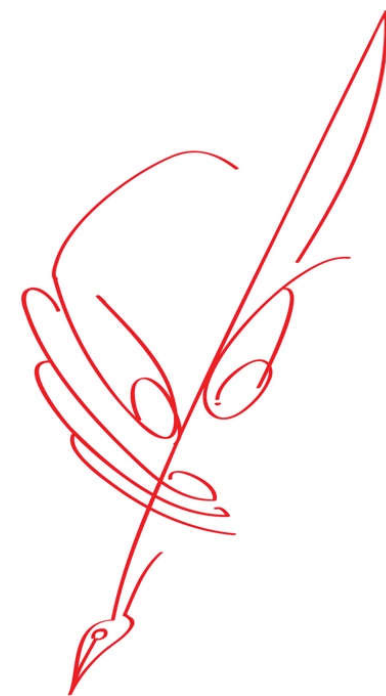


include a charity

Help the work live on.

Strategy 2017 - 2019



# Recap - Campaign Goals 2014 – 2016

By 2020: 15% of Australians aged 60+ have included a gift in their Will (up from 13%)

By 2020: 1 in 2 Australians aged 55+ are aware of the campaign

40% solicitors likely to ask their clients about including a gift in their Will (up from 27%)

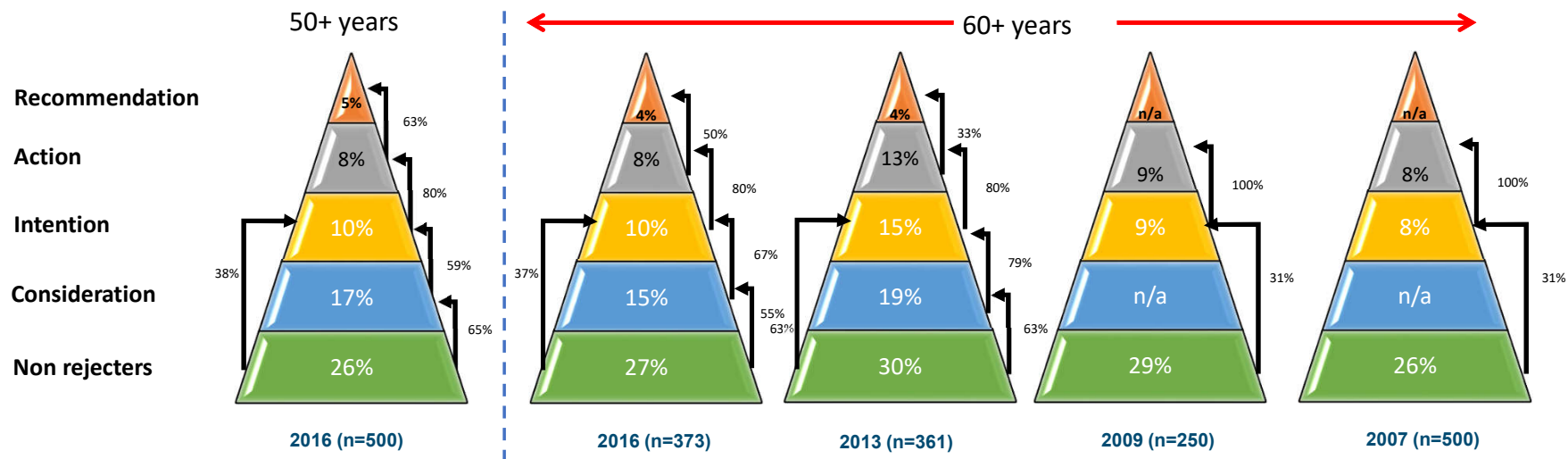
By 2020 25% aged 55+ are considering a gift in their Will (up from 19%)

Gifts in Wills development and networking for the sector

Improved gifts in Wills research for the sector



# SNAPSHOT: Bequest funnels



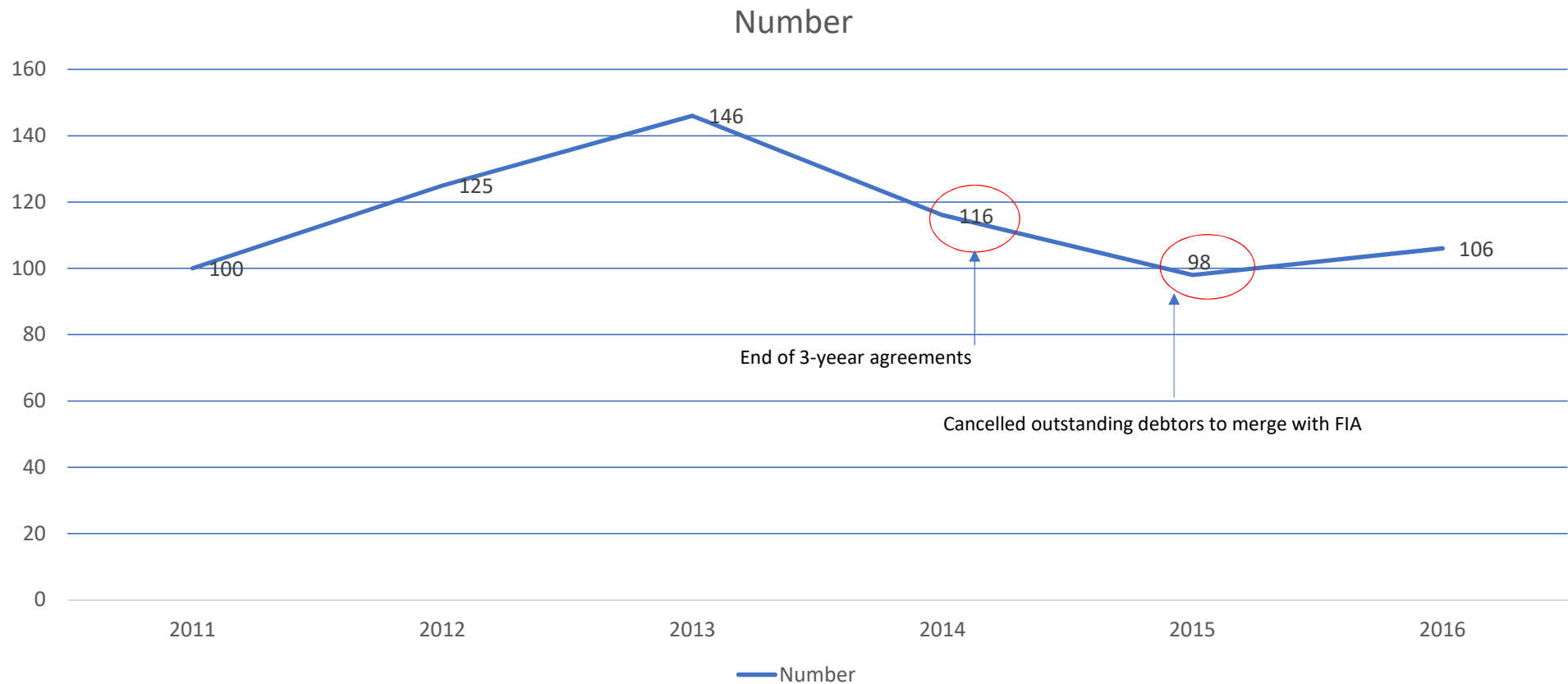
	60 yrs+ Left a donation
2016	8%
2013	13%
2009	9%
2007	8%
2005	14%

Base: Non rejecters Q16 T3B, Consideration Q15, Intention Q16 T2B, Action Q9, Recommendation Q17 T2B

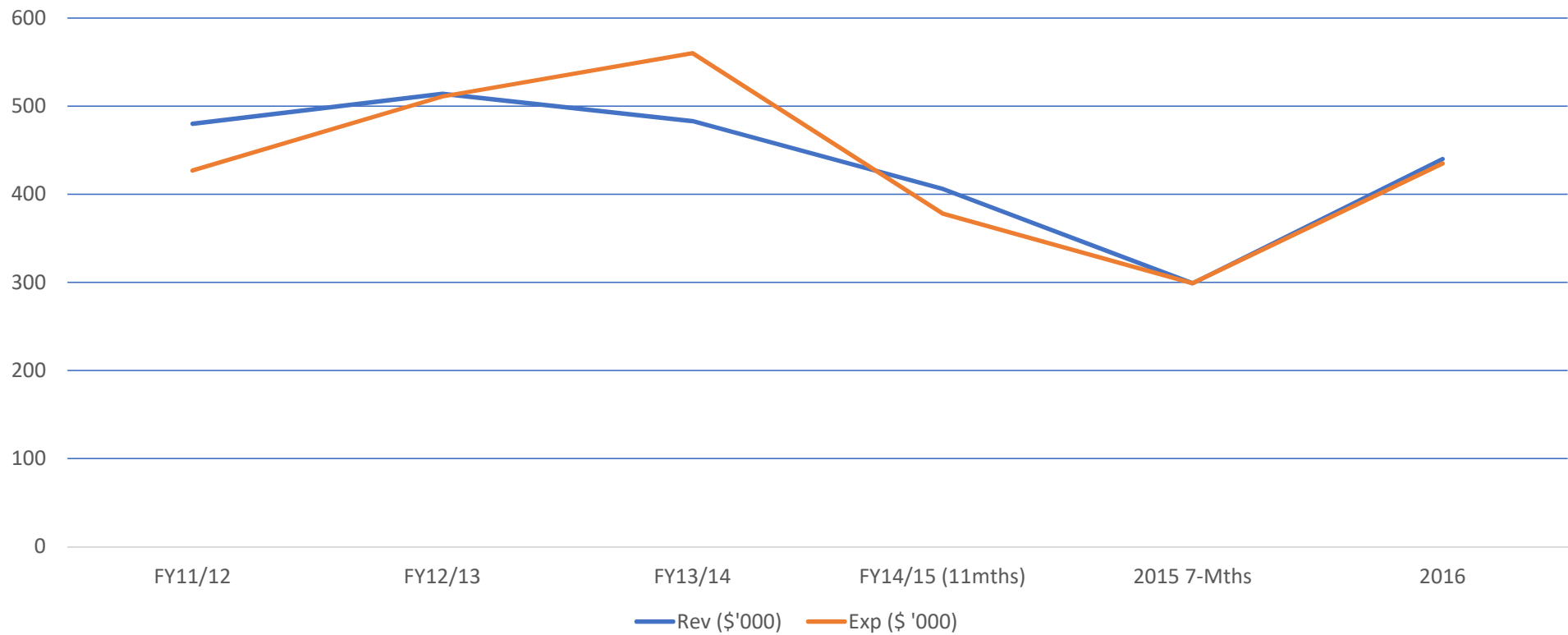
Total sample n=500



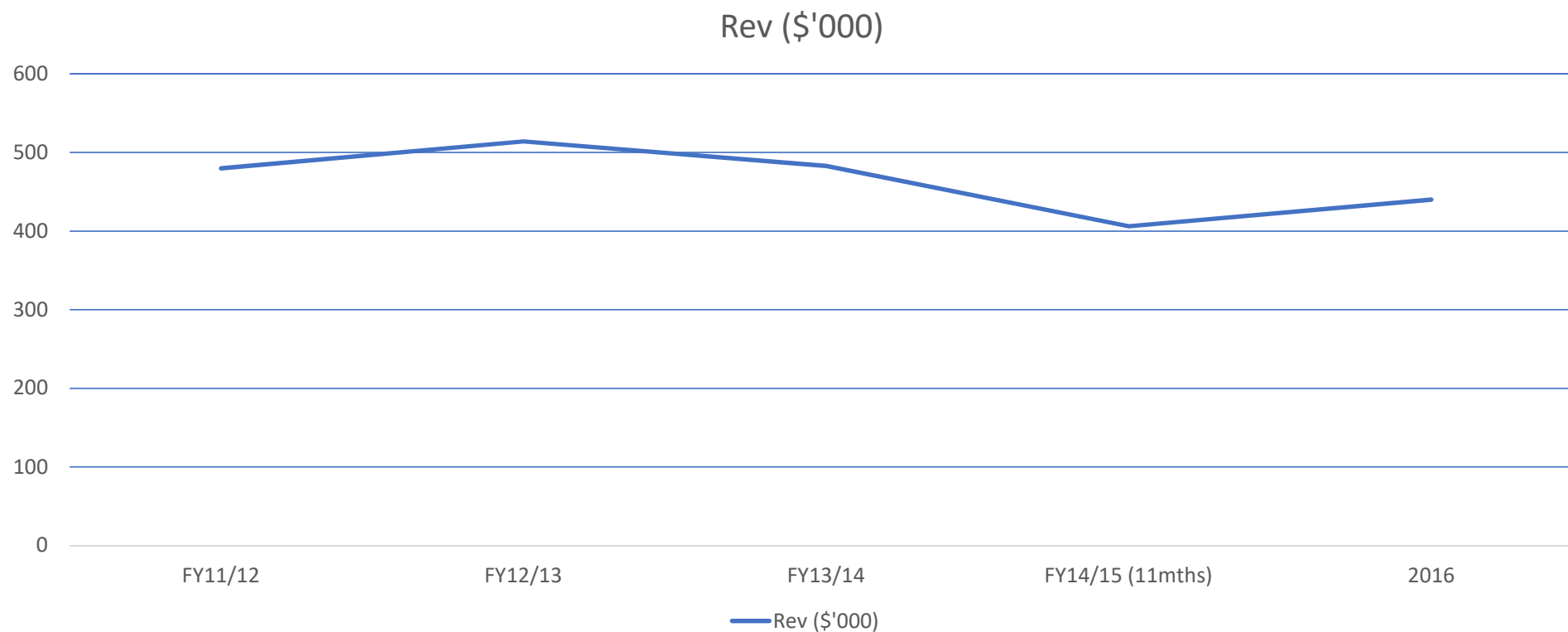
# Campaign Supporters



# Revenue



# Revenue – FY/Calendar yr changes



# SWOT

<b>Strengths</b>	<b>Opportunities</b>
<ul style="list-style-type: none"> <li>• FIA brand reputation and peak body</li> <li>• Campaign has been in existence for over a decade in various funding forms.</li> <li>• Global campaign with over 17 countries participating</li> <li>• Stable revenue</li> <li>• Sector training</li> <li>• Member engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing research in the sector</li> <li>• Digital communities</li> <li>• Baby boomers &amp; largest intergenerational transfer of wealth.</li> <li>• Legal community and key influencers – proven research to ‘nudge’ norms. Most likely when writing first Will.</li> <li>• 83% of Wills written with an Adviser / Lawyer / Trustee Company</li> <li>• Most Australians have a will – 92% at death</li> <li>• Charities more often primary beneficiary where no surviving children. 10x larger gifts</li> <li>• Residual estates are on average 16 times bigger</li> <li>• Average of 3 charities per will</li> <li>• Prime Minister’s Community Business Partnership</li> </ul>
<b>Weaknesses</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Campaign support fluctuates (often influenced by organization's overall commitment to long term goals/bequests)</li> <li>• Advertising budget that is large enough to deliver the reach and frequency and creative required for social change. Compared to govt social change campaigns.</li> <li>• Low representation in membership outside health and research.</li> </ul>	<ul style="list-style-type: none"> <li>• 10 years ago 87 per cent per cent of Australians supported charities in one way or another in their lifetimes, only 7.5 per cent actually follow through and leave a gift in their Will to charity (2005 “Giving Australia”).</li> <li>• Participation rates in charity are declining now 81%. (2016 Giving Australia)</li> <li>• Low level investment in bequests by sector. On average 4-6%</li> <li>• Average will gap is 10yrs</li> <li>• Negative publicity / stories around GIW</li> <li>• Decline in mass media in Australian market i.e decline of mass TV viewing</li> </ul>

# PESTLE

<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• Increasing involvement/regulation through ACNC</li> <li>• At risk of UK style political inquiry</li> <li>• Prime Minister’s Community and Business Partnerships – trust structure and financial incentives</li> <li>• Low appetite to introduce estate taxes “death duties” which are a driver of giving abroad.</li> </ul>	<p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Rapid technological change especially for marketing &amp; communications</li> </ul>
<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Largest intergenerational transfer of wealth in history</li> <li>• Stable economy (little impact GFC)</li> <li>• Approx \$700m per year in GIW to the charitable sector</li> <li>• House affordability crisis in Sydney and Melbourne, risks around baby boomers spending their wealth towards supporting their children. Legacy mitigation.</li> </ul>	<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• Improved state/territory laws restricting contesting estates</li> <li>• Changing nature of will writing (i.e sector disruptor may see will writing move online)</li> <li>• Vulnerable people</li> </ul>
<p><b>Social</b></p> <ul style="list-style-type: none"> <li>• Aging population</li> <li>• Increasingly multi-cultural community (some cultures don’t write wills / GIW or GIWs culture)</li> <li>• Global decline in trust – variable reporting</li> </ul>	<p><b>Environmental</b></p> <ul style="list-style-type: none"> <li>• 23 million – 60% capital cities</li> <li>• Aging population</li> <li>• 154,000 people die per year (increasing)</li> <li>• Currently 160,000 women over 65 and without children increasing to 600,000 by 2051</li> <li>• Life expectancy M/F from 81/85 to 83/87 by 2030.</li> </ul>



# Proposed trust structures

## Community Development Trusts

- A donor may transfer an asset to a trust, which distributes income from the asset to a nominated charity for ten years (with a minimum distribution of 5% of the investment value per year). CDTs would provide the nominated charity with a guaranteed minimum income over ten years. The donor would receive an upfront tax deduction equal to the minimum amount the charity will receive over the ten year period (being 5% of the investment each year).

## Living Legacy Trust

A donor may make an irrevocable transfer into a trust, and continue to receive income from that asset while they (or their spouse) are alive. Upon the death of the donor and/or their spouse, the asset is transferred to a nominated charity with DGR endorsement.

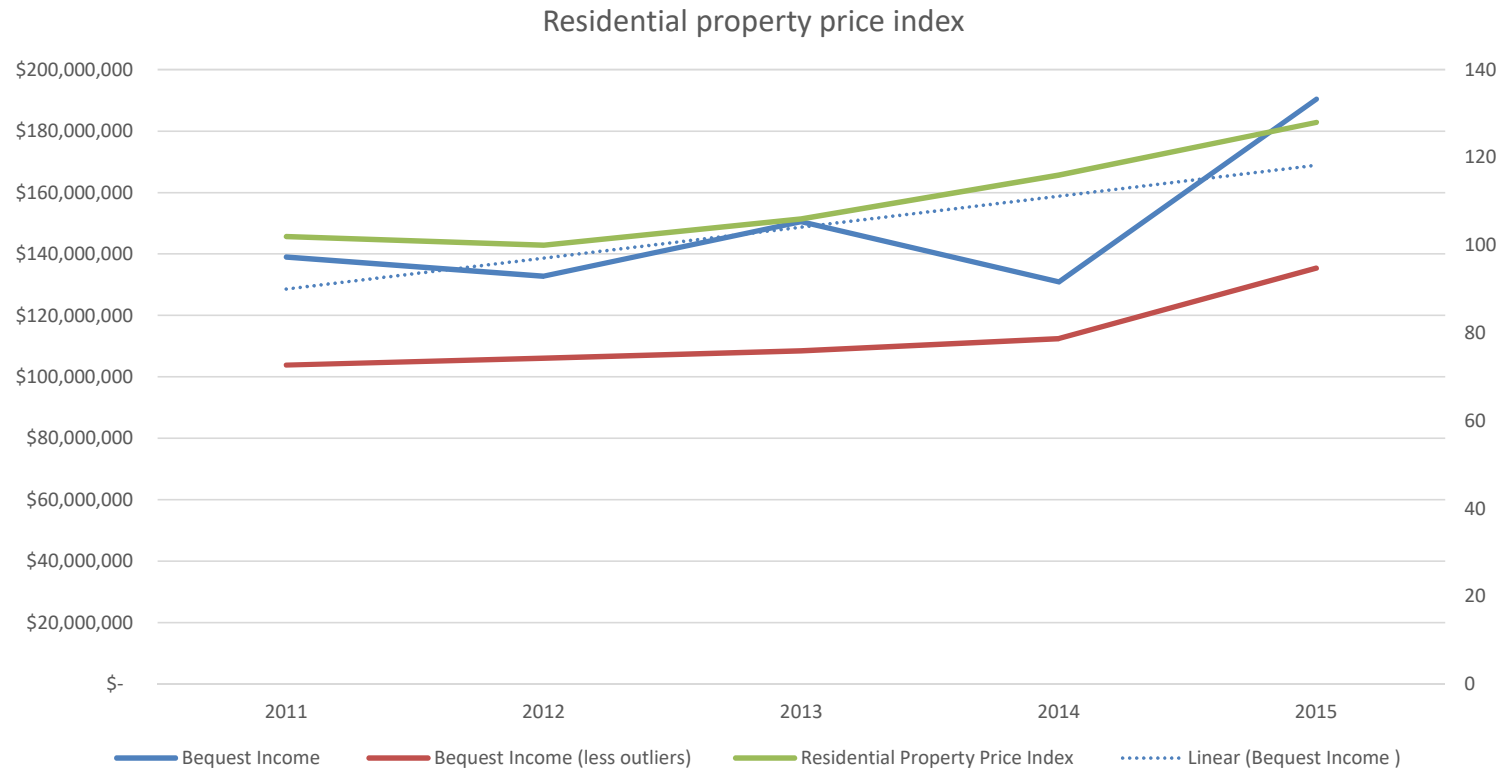
The donor receives an upfront tax deduction equal to a fixed percentage of the asset value at the time the LLT is established.

Table 1.2: LLT proposed rate of tax deduction, by age of donor

Donor's age when asset placed in LLT	Rate of tax deduction, as a % of asset value
70 years and over	50%
60 to 70 years	40%
45 to 60 years	30%
Less than 45 years	20%

include *a charity*  
Help the work live on.

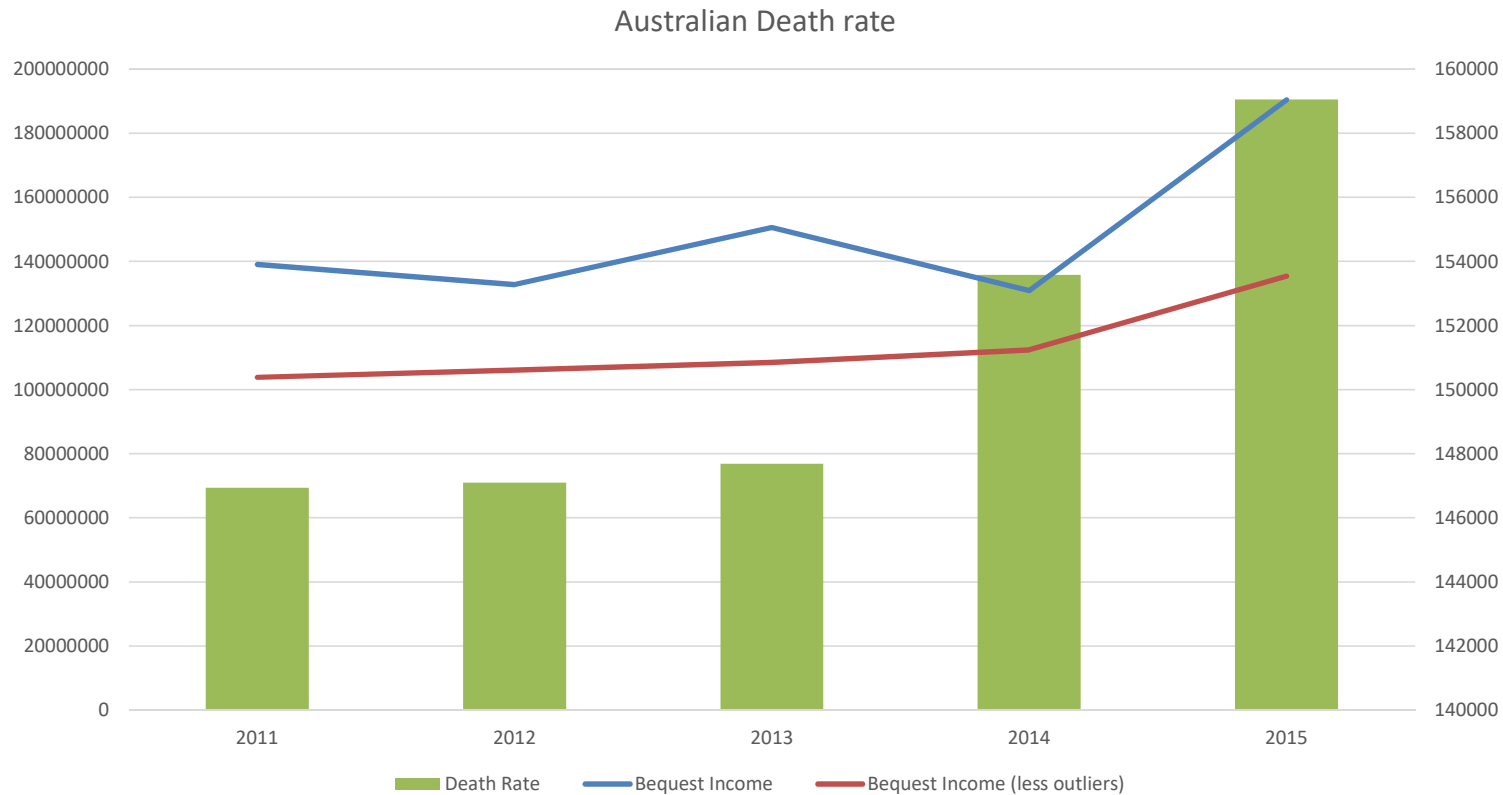
# Relationship to property market



# Contested estates



# Australian Death Rate



Average 4,000 increase per year = 300 additional GIWs = \$15.5m

# Swinburne University research : Residuals Rule

Data gathering recorded whether charitable bequest gifts were:

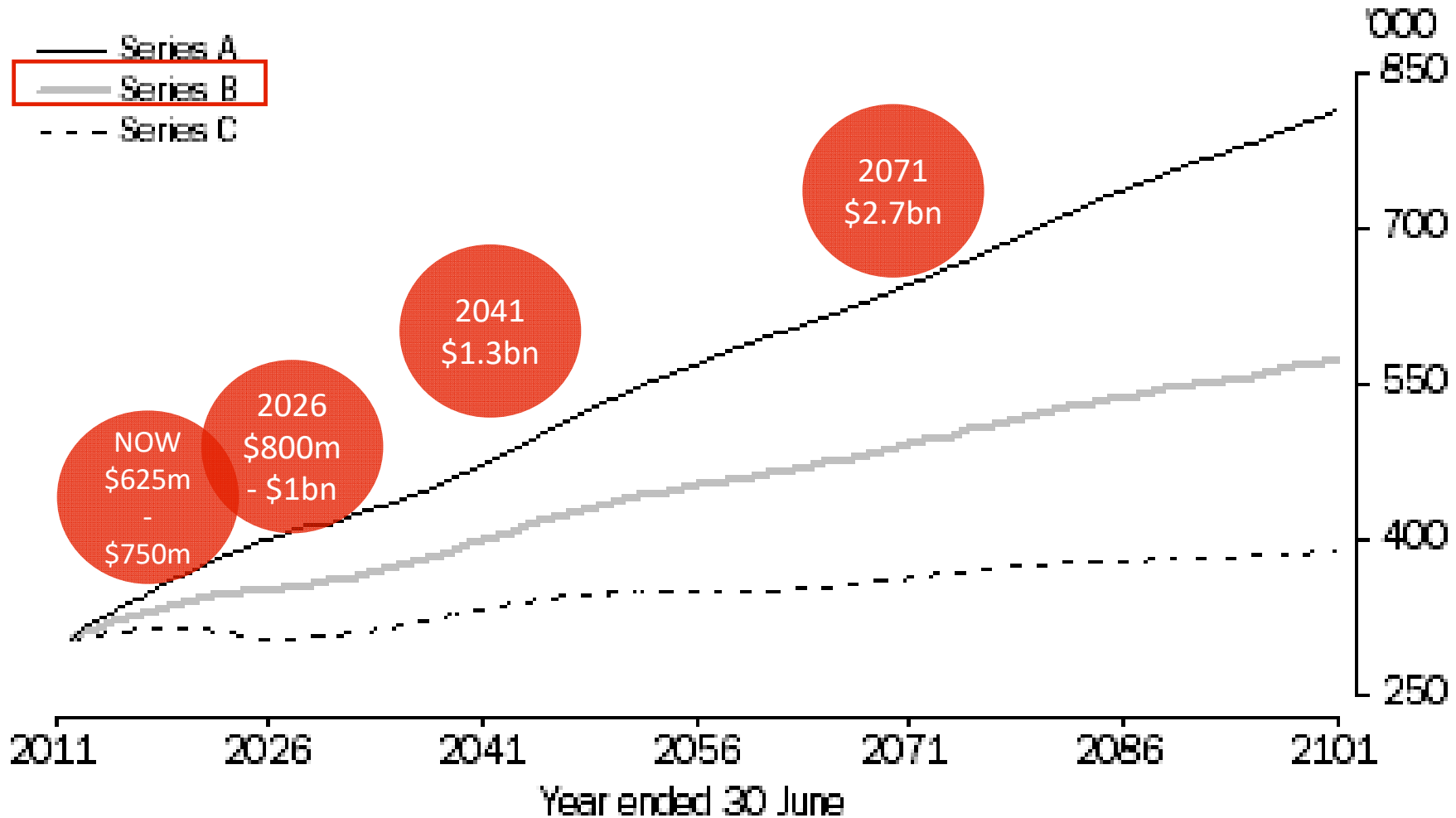
- A specified \$ value = Pecuniary bequest
- A proportion of estate residue = Residual bequest

## Residual Bequests deliver much greater \$ value

**Table 15:** Bequest types – Average and Median value (rounded to nearest \$1,000)

<i>Bequest Type</i>	<i>Average</i>	<i>Median</i>
<i>Specified \$ Amount</i>	\$25,000	\$7,000
<i>Residual Estate %</i>	<u>\$400,000</u>	<u>\$209,000</u>

# Death projections & bequests



# What are we here for?



# Key strategies

- 1 Drive total gifts in Wills revenue to the sector
- 2 Behavioural economics to inform activities
- 3 Influence political, professional and partners to achieve our goals
- 4 Continually improve knowledge and practices in the sector
- 5 Increase NFP campaign support and activities
- 6 Increase campaign impact through financial growth, campaign supporters and partners



# Social Change

*Influence the Australian population for which research has demonstrated behaviour change is likely and highest value of gifts – Adults with no surviving children over the age of 55yrs+. Target those writing first Will (Behavioral Insights team, 2016).*

Strategy	Tactics	Timing	KPIs
Influence - Increase value of gifts in Wills	<ul style="list-style-type: none"> <li>Develop a marketing campaign to men &amp; women 55yrs – 69 years, no children, A/B socio-economic status</li> <li>Invest in a media campaign targeting first time will writers (advertising and PR).</li> <li>Invest in digital assets / website informative of will making practice</li> <li>Seek partnership with Prime Ministers' Community Business Partnerships (PMCBP) to match funding social change.</li> <li>Map journey of 1<sup>st</sup> time will writers – life triggers (retirement, travel, investment, death of loved one etc.)</li> </ul>	2017 2018 2017 2018 2018	\$1bn by 2025 (TBC) \$300k
Normalise - Increase conversations about GIW	<ul style="list-style-type: none"> <li>IaC week – Maximize dialogue – case studies, impact, GIW networks (professionals and philanthropists)</li> <li>Reduce barriers – Include loved ones (often extended family for those surviving without children) but also include your favourite charity</li> </ul>	Annual Annual	Metrics set per campaign period

# Social Change

*Influence the Australian population for which research has demonstrated behaviour change is likely and highest value of gifts – Adults with no surviving children over the age of 60. Target those writing first Will.*

Strategy	Tactics	Timing	KPIs
Increase % of residual gifts	<ul style="list-style-type: none"> <li>Determine best nudges for increasing residual gifts.</li> <li>Design campaign message based on behavioural economics insights to increase % of residual gifts.</li> <li>Educate campaign supporters on language to promote residual gifts</li> </ul>	2017 2018 2019	Execute TBC 2018
Increase % of Australians leaving gifts	<ul style="list-style-type: none"> <li>Establish an industry leadership group on behavioural economics (or PMCBP)</li> <li>Determine best nudges for increasing % of Australians leaving gifts.</li> <li>Inform best practice for identification of prospects</li> </ul>	2017 2017 2019	TBC 2018

# Influence

*Political – Create positive taxation benefits for donors during their lifetime and increase support for social change (Leadership and financial)*

Strategy	Tactics	Timing	KPIs
Influence federal government to invest in social change in both influence and funds.	Devise an advocacy strategy to work with the Prime Minister's Community Business Partnerships to: <ol style="list-style-type: none"> <li>i. Advocate for improved tax relief for GIW recognized during donor's life in partnership with Philanthropy Australia (part of Deloitte submission)</li> <li>ii. Improve giving structures to promote GIWs in partnership with Philanthropy Australia (part of Deloitte submission)</li> <li>iii. Increase leadership &amp; dialogue on the social impact of GIWs to the Australian community and necessity to give more</li> <li>iv. Direct funding to social change campaign</li> <li>v. Provide access to behavioural economics teams</li> </ol>	2017 2017 2017 2018 2018	Strategy
Influence state government reviews of legislation	Develop strategy : <ol style="list-style-type: none"> <li>i. Reduce contesting of estates by S/T.</li> <li>ii. Increase timely access to Wills</li> <li>iii. Increase charities realizing GIWs and fulfilling supporter's wishes</li> </ol>	2019	Maintain 4%
Position as part of FIA the peak body for the sector.	<ul style="list-style-type: none"> <li>• Involvement in all relevant consultations on GIWs and end of life giving.</li> <li>• Represent IaC at all meetings with other peak bodies – ACNC, Philanthropy Australia, Community Councils Australia, ASIC</li> </ul>	On-going	4 meetings per year

# Influence

*Legal and financial – Building capacity and dialogue at the point of Will drafting on the basis of research from the Behavioural insights team UK.*

*Target Audience – Accredited legal specialists working exclusively in Wills preparation, estate planning and estate administration; professionals working in Wills preparation and financial / estate planning; Solicitors who occasionally write Wills for clients; Trustee companies and public trustee organisations.*

Strategy	Tactics	Timing	KPIs
Increase peer perception amongst Solicitors of positive GIW practice with clients	<ul style="list-style-type: none"> <li>• Increase education that 'at least 40% of Solicitors are broaching the topic of charities with most of their clients' and many Australians are open to considering leaving a GIW (30%+)</li> <li>• Increase education on the value of framing the discussion informed by behavioural economics tests</li> <li>• Utilise training, PR, advertising and partnerships to achieve goals</li> <li>• Professional champions of IaC campaign</li> <li>• Publish articles in professional publications</li> </ul>	<p>Q3 2017 +</p> <p>2018</p> <p>Ongoing</p> <p>2018</p> <p>Ongoing</p>	Solicitor awareness & practice (increase to 40% ask question)
Increase training in legal practices (writing & executing)	<ul style="list-style-type: none"> <li>• Seminars i.e small test College of Law with professional development points</li> <li>• The new website could also be a mechanism of influence in this area.</li> </ul>	2018	Attendees – KPIs to be set in consultation with CoL
Maintain solicitor IaC presence	<ul style="list-style-type: none"> <li>• Maintain stocking of collateral in solicitors offices – we need to build some sort of digital presence here too.</li> <li>• Expand to include recognition on the website</li> </ul>	On-going	Maintain 3,000

# Influence

*Partners – Maximise campaign impact by working with partners across the sector to enhance likelihood of positive political outcomes, financial investment in social change and research*

Strategy	Tactics	Timing	KPIs
Influence philanthropists to give and discuss more	<ul style="list-style-type: none"> <li>Focus on PMBCP</li> <li>Partnership with Philanthropy Australia to open communications with philanthropists.</li> </ul>	2018 2018	Consolidated input to PMCBP
Increase research in GIWs	<ul style="list-style-type: none"> <li>Swinburne/QUT to increase research in to GIW</li> <li>Deliver with FIA or Partner with Charity supplier (i.e Pareto) to present benchmarking.</li> </ul>	2018 On-going	2018 - Funding secured for research
Improve legal structures and reduce contesting of estates.	<ul style="list-style-type: none"> <li>Legal peak bodies who set framework for succession law and Wills &amp; probate practices.</li> </ul>	2019	Maintain 4%
Maximise impact of social change media reach	<ul style="list-style-type: none"> <li>Continue media partnerships</li> <li>Partner with 'leaders &amp; influencers' ie Prue Vines, UNSW.</li> </ul>	On-going 2019	Campaign targets set annually
Engage in commercial relationships	<ul style="list-style-type: none"> <li>Implement digital advertising to promote supportive solicitors and influencers</li> </ul>	2018	Optional

# Campaign supporters

*Increase sector participation in supporting Include a Charity by demonstrating supporter value, expertise, inclusion and social outcomes.*

Strategy	Tactics	Timing	KPIs
Drive innovation in gifts in Wills	<ul style="list-style-type: none"> <li>Incorporate Innovation in to SIGs &amp; training</li> <li>Facilitate innovation workshops and explore best structure to create a regular practice of innovation in GIWs.</li> </ul>	2017	Establish
Increase national representation	<ul style="list-style-type: none"> <li>Links below to SIGs etc – Vic launch in 2017. Increased partnering in Qld and NSW.</li> </ul>	On-going	200 attendees
Increase campaign funds	<ul style="list-style-type: none"> <li>Work with A/B tier charities to maintain and grow campaign support</li> </ul>	2018	\$450k/125 charities
Strengthen network of professionals working on gifts in Wills.	<ul style="list-style-type: none"> <li>Journey mapping sessions on experiences of charity's bequest supporters – seek opportunities to delight.</li> <li>Mystery shopping 'buddy'</li> <li>laC week and professional engagement series</li> <li>Strengthen presence in SIG network or establish as required.</li> </ul>	2017 2018 On-going On-going	On-going delivery
Share knowledge amongst campaign supporters	<ul style="list-style-type: none"> <li>Create central hub to compare and contract marketing outcomes; contesting of Wills; unrealised Wills</li> </ul>	2019	Deliver
Improve campaign supporter practice	<ul style="list-style-type: none"> <li>Campaign supporters report (via survey) use of laC training and seminars</li> <li>Mystery shopping in conjunction with FIA</li> </ul>	2018 2018/ 2019	2018 – set baseline
Improve campaign supporter experience	<ul style="list-style-type: none"> <li>Supporter journey mapping (revised welcome journey)</li> <li>Introduce feedback loop (exit survey, training outcomes)</li> </ul>	2017 2018	Deliver
Increase participation by sub-sectors with low-representation in supporters	<ul style="list-style-type: none"> <li>Understand sub-sector donor profiles, motivations and drivers by category i.e environment, education, international</li> </ul>	2018	

# Best Practice

Develop training modules, accommodating capacity and need of supporters, in order to demonstrate training outcomes.

Strategy	Tactics	Timing	KPIs
Increase charity conversations on GIW	<ul style="list-style-type: none"> <li>• IaC week</li> <li>• Increase campaign supporter activity around IaC week</li> <li>• Webinar series</li> <li>• Build 'SOFII' case study section on website</li> <li>• GIW mentoring program in association with FIA</li> </ul>	On-going  2018 2019	61% - 2016 65% -2017 70% - 2018 75% - 2019
Leading source of GIW information in Australia	<ul style="list-style-type: none"> <li>• Grow GIW benchmarking relevance and participation</li> <li>• Trend data relevant to GIW – deaths, demographics, real estate, share market etc.</li> <li>• Conference presentations</li> </ul>	2019 2018  On-going	50% supporter participation
Campaign supporters provided examples of best practice materials and techniques	<ul style="list-style-type: none"> <li>• GIW 'get started' pack for new programs.</li> <li>• 'Bequest maths' seminar in measurement. CPA, ROI, Conversion, Penetration, Attrition models.</li> <li>• Best practice survey and benchmark</li> </ul>	2018 2017  2018	Deliver Deliver  Deliver
Increase investment in GIWs/Bequests	<ul style="list-style-type: none"> <li>• Build a case for support for investment</li> <li>• Training in impact reporting</li> </ul>	2017 2018	Deliver Deliver

# Campaign impact

*Maximize campaign impact beyond just financial capability by leveraging campaign supporters and partners.*

Strategy	Tactics	Timing	KPIs
Maximise impact through campaign supporters	<ul style="list-style-type: none"> <li>Provide toolkits and best practice to continuously improve sector practice</li> <li>Build a case for support for investment (investment is currently 4-6%)</li> </ul>	2017	60% + participation in IaC week 40% utilizing BE outcomes
Increase campaign supporter revenue	<ul style="list-style-type: none"> <li>Grow A/B tiers and introduce new low level tiers.</li> </ul>	Ongoing	\$30k
Membership fees	<ul style="list-style-type: none"> <li>Consolidated approach to membership fees with FIA/IaC</li> </ul>	2018	TBC
Seek funding for research	<ul style="list-style-type: none"> <li>Submit to Perpetual or similar trustee bodies for funding</li> <li>Work in partnership with QUT / Swinburne as referenced earlier. Fund a 1-yr academic scholarship to collate all GIW research and distill for members.</li> </ul>	2017/2018 2019	Secure funding \$100k
Maximise impact through partners	<ul style="list-style-type: none"> <li>As per partners strategy above.</li> </ul>	As above	As above.



# Strategy on a page

**VISION:** To increase GIW revenue to \$1 billion by 2025\*

## 3 YEAR GOALS:

- Increase % of Solicitors likely to ask their clients about including a gift in their Will from 27% to 40%
- Increase non-rejecters to be consistently over 30%
- Increase consideration to 20%

## STRATEGIES:

1. Drive total gifts in Wills revenue to the sector
2. Behavioural economics to inform activities
3. Influence political, professional and partners to achieve our goals
4. Continually improve knowledge and practices in the sector
5. Increase NFP campaign support and activation, especially A/B tier members
6. Increase campaign impact through financial growth, campaign supporters and partners

## 2017 TACTICS:

1. Develop marketing campaign for influencers (legal and financial planners)
2. laC week – increase conversations and supporter engagement
3. Invest in behavioural economics & finalise ‘nudges’ and modelling
4. Support PA & PMCBP for tax reform
5. Solicitor ‘peer’ influence campaign
6. Launch new membership structure and member materials

## 2017 KPIs:

- Membership 110 + \$420k
- Secure joint research funding - \$100k
- Increase member participation to over 60% in laC week
- Campaign KPIs to be set for influencers

\*Final modelling to take place by August 2016

# Not included

- ❖ Smee & Ford legacy notifications model – Jurisdictional access to Wills is limited and sometimes costly
- ❖ Investment in mass media – i.e TV
- ❖ Sector reputation – managed within FIA strategy
- ❖ Online or app solutions to will making (remain informed on development but not actively partnering in new tech solutions to will making)