



## **ARMAGH ROBINSON LIBRARY**

### **250<sup>th</sup> ANNIVERSARY ENDOWMENT APPEAL**

#### **FUNDRAISING MANAGER**

#### **BACKGROUND INFORMATION**



## **1. INTRODUCTION**

Armagh Robinson Library is inviting Expressions of Interest from appropriately qualified professionals for appointment as Fundraising Manager to complete the generation of its new endowment fund. The Library has been awarded a grant by the National Lottery Heritage Fund (formerly the Heritage Lottery Fund) of up to £1 million, to match, pound for pound, whatever the Library can raise from philanthropic sources by 4<sup>th</sup> March 2022.

## **2. ARMAGH ROBINSON LIBRARY**

Armagh Robinson Library was founded by Archbishop Richard Robinson in 1771, and incorporated by an Act of the Irish Parliament in 1773. The Library still occupies the building which he provided for it, much enlarged in the 1830s. It is the oldest publicly accessible library in Northern Ireland, and, with the Library of Trinity College and Marsh's Library, both in Dublin, one of the great heritage libraries of Ireland. The Library retains the Archbishop's original collections of books, prints, coins, medals, 'gems' (sulphur impressions), and the antiquities collection of Archbishop Marcus Gervais Beresford.

Much has been added to the book collection, in particular, including both medieval and post-medieval manuscripts, early printed books and other eighteenth and nineteenth century material. Further information will be found in the accompanying illustrated introduction to the collections.

The Library has an associated building at No 5 Vicars Hill, the former Diocesan Registry, now restored and converted to show examples of the print, coin, medal, gem and antiquities collections for whose display there is no available space in the Library.

Both the Library and No 5 Vicars' Hill are Grade 'A' listed buildings. They are, together, an Accredited Museum (accreditation renewed in March 2018) and are rated as a 'four-star' visitor attraction within the quality grading scheme operated by Tourism Northern Ireland. The Library is a Registered Charity, No NIC101110.

The Library's mission is, 'To safeguard and share the treasures of the past for the enjoyment, enrichment and enlightenment of the city and the world forever.' This is worked out in the core values of Stewardship, Sharing, Partnership, Developing and Inspiring.

The Library's governing body, under the Act of 1773, is its 'Governors and Guardians'. These consist of the Archbishop of Armagh, the Dean and Chapter of St Patrick's Cathedral (Church of Ireland), and two lay people from the Diocese appointed by the clerical Governors and Guardians. The day-to-day management of the Library is in the hands of the Director, who is responsible through the Keeper (\* Note) to the Governors and Guardians. Primary responsibility for fundraising will be carried by the Dean, on behalf of the Governors and Guardians, working with the Director as necessary. The Fundraising Manager will work primarily with the Dean.

The Library currently has a staff of five, including the Director, all of whom except the Director are part-time. Dr Robert Whan took up the post of Director in mid-August 2018. His is a new post, supported by a grant from the National Lottery Heritage Fund for an initial two years. The primary objective of the 250<sup>th</sup> Anniversary Endowment Appeal is to raise a sufficient endowment to support the Director's post in the medium and long term.

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Note: The Keeper, who must be a member of the clergy, is the official responsible to the Governors and Guardians for the Library under its Act of Parliament. The positions of Dean and Keeper were combined in 1924. With the appointment of the Director, the Dean is continuing to exercise the responsibilities of the Keeper as an internal and supervisory function only.

The Library is open daily, Monday to Friday, 10.00 a.m. to 1.00 p.m., and 2.00 p.m. to 4.00 p.m. It also opens on Saturdays and evenings for visits by pre-booked groups. No 5 Vicars' Hill is open for the same hours Tuesday-Saturday, April-September, and Thursday-Saturday, October - March. Admission to both is free, with donations encouraged. For group visits, the Library charges £2.50 per head for visits to the Library, and a further £2.50 for visits to No 5 Vicars' Hill.

The Library's website is at [armaghrobinsonlibrary.co.uk](http://armaghrobinsonlibrary.co.uk) , and its main catalogue is at [armaghrobinsonlibrary.co.uk/wp/collections-2/main-catalogue/](http://armaghrobinsonlibrary.co.uk/wp/collections-2/main-catalogue/) . Its social media accounts are at [www.facebook.com/ArmaghRobinsonLibraryNo5](http://www.facebook.com/ArmaghRobinsonLibraryNo5) (Facebook) and [@ArmRLib](https://twitter.com/ArmRLib) (Twitter).

To promote academic awareness and use of its collections, the Library has memoranda of understanding with Queen's University Belfast, Ulster University and Trinity College Dublin.

The Library is currently resourced from an historic endowment, now represented by rents from commercial properties in the City of Armagh, and by a small investment portfolio, now being augmented by the new Heritage Lottery Endowment Fund. The Library receives grant income for specific purposes, and raises what it can from donations, room hire and administrative services provided to Armagh Cathedral. The endowment no longer provides sufficient income to sustain the core activities of the Library.

### **3. THE FUND-RAISING CHALLENGE**

#### **Re-building the Library's Endowment: an urgent and compelling necessity**

Since its foundation, the Library has been financed by the proceeds of its founder's endowment. Its core income consists of the rents from fourteen mainly commercial properties in the City of Armagh (four of which return merely ground rent), and of the yields of the investment portfolio. Historically, the property portfolio has become depleted by disposals. Between 2010 and 2017, the income from the properties dropped by 29%, and although currently stabilized, may continue to decline. Long-term trends in retailing, and Armagh's weakness as a commercial centre relative to larger centres of population, suggest that a downward trend is unlikely to be reversed. Income from the Library's properties in the current year is expected to be about £100,000.

## **How much is required?**

The Library needs both an immediate increase in its operating income and the means to staff a significant expansion of the Library in the medium term. The needs can be summarized as follows:

1. Sufficient additional endowment to make permanent the Director's post, and to assist the overall funding of the Library and the delivery of its services. This is the primary purpose of the 250<sup>th</sup> Anniversary Endowment Appeal.
2. Separately, sufficient match-funding for a major development project to be submitted to the National Lottery Heritage Fund for grant assistance. While not yet fully prepared, this is expected to cost not less than £3 million, of which the Library may be expected to have to find at least 10%. The Library already has a balance of £221,636 in a fund restricted to this purpose. The National Lottery Heritage Fund, however, has indicated that it requires to see progress in fundraising for the endowment before it will entertain an application for a major development project. Active fund-raising for this purpose, therefore, is in abeyance.
3. Following the major development project, which involves converting what is currently the Library Residence to additional exhibition administration and storage space, the Library will need to meet increased staff and running costs. At the least, the existing staff team, working additional hours and partly re-deployed, will need to be complemented by an additional education and outreach officer.

In summary, it has been estimated that the Library needs to raise £6 million to secure its future.

## **Stage One: the 250<sup>th</sup> Anniversary Endowment Appeal**

The Library will celebrate the 250<sup>th</sup> anniversary of its foundation in 2021. The National Lottery Heritage Fund (NHLF) has awarded the Library a grant of up to £1 million, to match whatever the Library can raise from private sources up to this figure in four years from 5<sup>th</sup> March 2018. This primary object of this first stage of the appeal is to fund the Director's position so that it can be made permanent after two years.

A founding donation of £100,000 was received on 4<sup>th</sup> April 2018, and has both been matched by the NLHF and invested in a separate portfolio entitled Armagh Robinson Library Heritage Lottery Endowment Fund. To date, a further £200,000 has been raised, of which 96% has been matched by the NLHF and invested.

### **Key Fundraising Targets**

- To raise at least £1 million by 4<sup>th</sup> March 2022;
- If possible, to provide a sufficient endowment to support the Director, to raise approximately £700,000 (plus the matching HLF grant) by August 2020.

### **Fund Raising Committee**

Since an earlier round of fundraising for the major development project referred to above, the Library has had in place a fundraising committee, known as ‘The Keeper’s Council’. Currently chaired by the Dean and Keeper, its members consist of:

- Dr Peter Beckett                      General Practitioner in Armagh
- Professor David Hayton              Emeritus Professor of Early Modern History at Queen’s University, Belfast
- Bill Montgomery                      Sotheby’s representative in Ireland
- Canon Barry Paine                    Representing the Governors and Guardians
- Primrose Wilson                      Bringing wide experience of the Heritage Sector in Northern Ireland

The membership of the fundraising committee is to be increased with the addition of further members, to strengthen links with the highest levels of the business and professional community in Northern Ireland and with the community in Armagh.

#### **4. THE LIBRARY'S REQUIREMENTS**

To meet the overall time limit of the National Lottery Heritage Fund Endowment Grant, and the Key Fundraising Targets above, will require:

- fundraising as fast as possible;
- early donations as large as possible;
- a sustained programme for the remainder of the period of the grant;
- flexibility in fundraising strategies in the light of experience.

Armagh is not a major centre of population. The Library is not an institution with an extensive alumni network. Experience of the earlier round of Development fundraising at the Library, and with 'Friends' organizations for both St Patrick's Church of Ireland Cathedral and the annual Charles Wood Festival of Music suggests that funds raised by an aggregate of relatively small donations, although useful, are unlikely to contribute significantly to the level of fundraising required within the time available. Visitors' donations, although a useful addition to operating resources, are not of a level to contribute significantly to the achievement of the Endowment fundraising target.

It appears, therefore, that the fundraising strategy should concentrate, primarily and initially, on substantial donations from private and corporate philanthropy. This, however, is not to exclude other elements which might contribute to the success of the campaign, either initially or in the light of experience.

The Library needs to develop its fundraising in a way that

- is practical;
- is capable of early implementation;
- delivers fundraising as fast as possible;
- delivers early donations as large as possible;
- can be developed into a sustained programme over the remainder of the term of the National Lottery Heritage Fund grant;
- is adaptable as necessary in the light of experience;
- produces actual donations to the Heritage Lottery Endowment Fund;

- if pledges are involved, delivers these by 4<sup>th</sup> March 2022.

The Library wishes to engage a fundraising professional initially for the remaining term of the NLHF grant, in order to deliver fundraising of the scale required. All and any arrangements for remuneration will be governed by the Code of Fundraising Practice issued by The Fundraising Regulator. It is expected that applicants will be members of the Institute of Fundraising.

The Library is open to working with an individual or organization with the requisite skills and a demonstrably successful track record of delivery of the type of fundraising required.

Remuneration is expected to be approximately £30,000 per annum.

## **REGISTERING AN EXPRESSION OF INTEREST**

Your Expression of Interest should cover the following:

- Your credentials or those of your company;
- The skills and experience of the individual(s) whom it is proposed will work on the Armagh Robinson Library project;
- Details of a successful track record in delivering the type of fund-raising required by Armagh Robinson Library – including an agreement that the Library may approach any organization cited;
- An outline of the strategy which you would adopt for the delivery of the targets.
- Details of proposed contractual arrangements and fee structure for working as Fundraising Manager for Armagh Robinson Library

Your Expression of Interest should be sent by post or e-mail to the Very Revd Gregory Dunstan, Dean of Armagh, whose contact details are below, to arrive no later than **12 noon on Friday 28<sup>th</sup> February 2020.**

## **CONTACT DETAILS**

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