

INTRODUCTION Valuing our heritage

INDEX

CONTENTS

Contents 02
Introduction 03
Proposition 11
The plan 31
Consultation 38
Conclusion 52
Appendix 54





"Our insurance heritage is so valuable, it can help to build greater awareness and trust in our profession and also to attract 'new' talent and business to our sector; an insurance museum will capture and share this heritage. I'M IN, are you?"

SIAN FISHER

CEO - CHARTERED INSURANCE INSTITUTE (CII)

CHAIRMAN'S LETTER

I'M IN, ARE YOU?

As is widely known I was asked by the Chartered Insurance Institute to chair a working party to consider what the CII should do with its vast array of heritage items following the sale of Aldermanbury and the move to Lombard Street. Only a "selection" of items would be taken to the new offices, the rest would be out into safe storage whilst the Heritage Working Party decided what it would advise the CII to do with them. One option suggested was to hold an auction but my own personal preference was to open an insurance museum. It has in fact turned out that most of the items previously on display in the museum area on the second floor of Aldermanbury have found a safe place in the new offices. Some of the remaining items might be considered suitable for display in a museum, and the items on display in Lombard Street could be lent to a museum for display, but the immediate problem has been resolved.

During its existence the Heritage Working Party gave considerable thought to the idea of an insurance museum. The idea gained traction when in March 2019 the CII appointed and agreed to fund Jonathan Squirrell of OceanBarefoot to conduct a Feasibility Study to find out if it was possible to establish such a museum, where it would be and how much would it cost. The Study is now complete and is shown on the following pages, it is also available on the website: www.insurancemuseum.uk

In the course of the Study Jonathan consulted far and wide and my only surprise is that, whilst there are some yet to be convinced, the feedback showed overwhelming support for the idea of an insurance museum. There are a number of possible sites for a permanent museum in EC3 and we are grateful to the City Corporation for all the help they are giving us in that regard. Some are holes in the ground, some are awaiting demolition and some are awaiting planning consent. So any permanent site is at least 3-4 years distant. In the meantime, again with the help of the City Corporation, we have identified a site which could house a 'pop up' museum enabling us to test customer demand and hone our skills for running a museum.



INTRODUCTION Valuing our heritage

CHAIRMAN'S LETTER

The question is no longer "what shall the CII do with its heritage items?" It is now, "has the insurance sector the desire and vision for an insurance museum in the City of London?" The CII has done its part in funding the Feasibility Study and will continue to contribute to the funding of the museum in the future but it is now time for the insurance sector as a whole to take ownership of this exciting project. The CII Heritage Working Party has been replaced by the Insurance Museum Initiative (IM IN) and the IM IN campaign starts here. The same volunteers are happy to continue but I hope that we will all be pensioned off when the sector appointed representatives take office. I have said to Jonathan that getting moral support will be the easy part. I've always thought that the moment of truth would come when we asked the sector for money. The long term funding suggestions in the Study are obviously speculative (but have been endorsed by existing museum operators) as we cannot be precise until we actually have a site (pop-up or permanent).

This may be a once-in-a-lifetime opportunity for the insurance community to come together to establish a world class visitor centre in the heart of the City's insurance district. It will be a significant long term investment. But by my calculations, using the ABI's Key Facts figure for 2016 total premium income (\$304bn) the anticipated running cost of £3m a year is only (approx) 0.0012% of total premium income.

In the meantime there is still much to be done, and whilst the moment of truth has not yet arrived, the moment of half-truth certainly has. If we are to continue we need bridging funding of circa £120,000 to get us through to Feb/Mar 2020. By then we will hopefully have secured a pop-up venue and will have successfully embarked on the Phase 1 fundraising as outlined in the Study. The Study concludes that if the market wants an Insurance Museum it is perfectly feasible to have one. So my recommendation to you is, for the benefit of everyone, especially the future of our profession, let's get on with it!

REG BROWN
INSURANCE MUSEUM INITIATIVE, CHAIRMAN
(FORMER PRESIDENT OF THE CII)



ABSTRACT

ONE PAGE OVERVIEW

- The Insurance Museum Initiative (IM IN) led a market consultation to help shape and test the concept of establishing an Insurance Museum (IM) in London, EC3
- Its purpose is to share the valuable heritage and educational story of the world of insurance from which all audiences can derive benefit about the past, present and future of risk transfer and insurance. Including building public awareness and trust in the profession, attracting young people to a career in insurance and reconnecting current practice with its origins of social good. The IM will promote the sector and provide a valuable forum for its future development.
- The recommended first step is to raise funds for the establishment of a pop-up museum in London EC3.

 This phase will include content creation and audience group testing, as well as ongoing fundraising, planning and development for the permanent world-class visitor venue. We have identified a suitable site for the pop-up Insurance Museum, and we aim to raise £3 million from across the insurance market to support the delivery and operation of this initiative for the next 3-4 years. Such funds will also deliver a supporting pilot documentary film and digital resources.
- Our immediate requirement is to raise £120,000 to support the ongoing fundraising campaign activity for the IM.
- Market feedback has demonstrated overwhelming support for the insurance Museum proposition.
- Our consultations lead us to conclude that the museum (both pop-up and permanent) is feasible and sustainable; its delivery and operation will require financial support from across the market. Support can be pledged at www.insurancemuseum.uk or you can contact the IM IN team at jon@insurancemuseum.uk to request a presentation for your company to facilitate their support for the IM.

Max Taylor
Former Chairman of Lloyd's

"...few businesses can be so dependant on the lessons of the past to inform decisions about the future... the creation of a permanent place of record for the industry seems long overdue so the Insurance Museum deserves our support."

EXECUTIVE SUMMARY

INSURANCE MUSEUM

In support of its Royal Charter to 'build public trust in the insurance profession', the CII formed a working group, led by former CII President, Reg Brown, to investigate the feasibility of creating an 'Insurance Museum', supported and funded by the insurance market. The working group is called the 'Insurance Museum Initiative', or 'IM IN'; the museum will be set up as an independent charity.

IM IN engaged brand consultancy OceanBarefoot, to assist with:

- shaping the proposition for the Insurance Museum (IM)
- consultation with the market to gauge support for the IM proposition
- investigating and reporting on the feasibility of delivering the IM.

The summary IM proposition is as follows:

A world-class 'Insurance Museum' and visitor venue, is to be located in the City of London (ideally in EC3, the global heart of insurance) with the purpose of sharing the valuable heritage and educational story of the world of insurance;

- its provenance and origins of social good
- the evolution of the profession and the diverse roles within the sector
- an exploration of what insurance is as an enabler (past, present and future)
- stories of the people in the profession, innovations and global events
- the workings of the business
- how 'risk' is understood, assessed and calculated in all its complex forms.



EXECUTIVE SUMMARY

The IM, supported by film and digital content resources will help to educate, build awareness and raise public trust in our profession. It will also assist in attracting new talent and business to the world of insurance, as well as providing an inspiring 'forum' for the development of the insurance sector.

The long-term vision for the IM is to establish a permanent 'world-class' visitor venue. However, as indicated above, the first phase is to create an IM 'pop-up' experience. This initial visitor venue will operate for 3-4 years and will allow for the design, display and testing of curated stories and exhibitions, as well as educational and enterprise activities for key audience groups. The initial phase will enable, inform and derisk the continued consultation, planning and fundraising for the delivery of the second phase, permanent visitor venue.

The IM IN group has identified a suitable venue for the Phase 1 IM 'pop-up', situated in Whittington Avenue, next to Leadenhall Market. This property is being reviewed with the City of London Corporation, with the aim of negotiating a 3-4 year lease, and is dependent upon a successful fundraising campaign for the Phase 1 target of £3 million.

The IM IN will approach the breadth of insurance market companies (insurers, agents and brokers), trade associations, charities, livery companies and individuals (crowd-funding) to raise the required funds. A donor recognition strategy has been designed to reward the more 'significant' donation tiers.



EXECUTIVE SUMMARY

Following consultation with the market to gather feedback and input on shaping the above IM proposition, we have received overwhelming support from the majority of those that we have consulted, including leading broking, underwriting, actuarial and legal firms as well as the ABI, MGAA, LMA, IUA, City of London Corporation, AIRMIC, BILA, Three Rooms Club, CII, and the IIL. Interest has also been expressed by younger members of the market, individual practitioners, educational organisations and the museum community.

Our conclusion is that the Insurance Museum is completely feasible, this is based on its educational heritage value, story content, audience engagement, footfall, venue availability, income revenue and market support.

Whilst there may be challenges in converting the enthusiasm for this initiative into financial support, this is a very worthwhile and valuable initiative for the global, UK and London insurance markets to pursue. Ultimately, it will be down to the market to prove, through its financial support, that it really does want an Insurance Museum. But based on the feedback and early pledges of support we have received, we believe that it can and will be possible.

Whilst the fundraising IM target is £3 million, we also have to initially raise £120,000 to support the Insurance Museum fundraising campaign activities over the next 6 month period. We propose to achieve this through an 'affordable' sponsorship package, to be broadly shared by market supporters of this initiative. These sponsors will also be invited to advise the IM steering group.



EXECUTIVE SUMMARY

Naturally the UK and London want to grow its global market reach, so it is worth noting that in Ningbo, China, the value of an insurance museum is already starting to be realised, as highlighted below:

'In 2019, Ningbo will make great efforts to build itself as a city with the best insurance policies, the best insurance innovation atmosphere, the best insurance market environment and the clustering of insurance talents. The China Insurance Museum was officially put into use... not only as a platform for the exchange of insurance cultures between domestic and overseas insurance industries, but also as a platform for research on the history, culture, and development strategies of China's insurance field. It's also a foundation for publicity and education on insurance-related risk management and innovations in insurance... the China Insurance Museum is anticipated to become a cultural landmark of China's insurance field and is expected to have a global influence on insurance culture within the next three years.'

We hope that the following report demonstrates that the Insurance Museum is feasible and is a truly worthy initiative for the insurance market to join and support. Thank you.





PROPOSITION

THE VALUE OF OUR HERITAGE STORY

The Insurance Museum visitor venue (with free admission), is to be located in the City of London and will be a wonderful opportunity to deliver a high value, educational experience, which engages and connects with all audiences and visitors.

Exhibits, in their story context will vary from a **fire-truck**, to an **earthquake zone**, to a feature exhibit of a **spacecraft** or **self driving cars**. An historic coffee shop will encourage valuable 'dwell' time and **insurance** merchandise would be sold in the shop.

By sharing the story of the evolution of the insurance profession, around the theme of what insurance enables; including the events, the people and the complex workings of calculating risk transfer; we will build awareness, education, public trust and confidence in our profession. As well as providing opportunities to attract new talent to the world of insurance.

In the process of telling this story we will discover more about our provenance and be better able to nurture this story (before more is lost) for all audiences, including future generations, to learn, enjoy and benefit from. The venue, would establish links with neighbouring tourist attractions and would engage schools, colleges, universities, communities, tourists, businesses and the general public alike.

We will also share the 'global' story of insurance more widely through an engaging documentary film series, website resources and digital apps. All helping to share the valuable heritage story of insurance (past, present and future) for the greater good and benefit of everyone.



OBJECTIVES

HERITAGE AND EDUCATION

The primary objectives (which will become the main charitable objectives for the museum) and value delivery for the Insurance Museum can be identified under the headings of:

Heritage

Capturing, reference archiving, interpreting and sharing widely the history, provenance and multi-faceted heritage story (or stories) of insurance past, present and future for all audience types to experience, learn, enjoy and benefit from, ultimately delivering a broader awareness and understanding of insurance.

Education

Engaging all audience groups, especially students, to build awareness and understanding of insurance, what it enables, it's social good and the breadth of career opportunities; this can be achieved through the cross-curricular subject matter and scope of insurance, including; business, legal, history, English, maths, science, geography, environment and more.

Both the heritage and educational aspects of the Insurance Museum will help to build awareness and understanding of insurance and to promote the profession and the sector as a whole, through the communication and interaction with all audiences, including today's global insurance community.

Benjamin Franklin, describing the benefit of Friendly societies in the 'Silence Dogood' papers - I'm sure he would include women too!

"...whereby every man might help another, without any disservice to himself."

SHARING OUR STORY

ENGAGING AUDIENCES WITH OUR HERITAGE

Our primary approach for sharing our story will be through the roll-out delivery of a promotional documentary film series, an online digital experience and at the Insurance Museum.







1. DOCUMENTARY

Discover and capture our story, delivering broad audience engagement to promote the profession and provide content for the museum, online tools and education resources.

2. ONLINE

Available to all, globally, 24-7 and with the capacity to archive all types of valuable heritage information, digital artefacts and interactive content.

3. INSURANCE MUSEUM

The ultimate experience, a visitor hub for interpreting insurance heritage to engage audiences with the past, present and future of the profession.

1

2

3

DOCUMENTARY FILMS

CAPTURING AND SHARING THE BEST STORY

An overlapping story that leans on a time-line, whilst weaving back and forth to show the links between the past, present and future. The Insurance Museum documentary films will be a high quality three part series produced for broad audience distribution through popular media channels.

The content from the documentary films, will help to shape the engaging story of insurance for the museum, as well as providing content for some of the feature content zones and exhibits as well as providing content for school and community engagement resources.

The approach would be exciting and energetic, including insights on space aviation, maritime, motor, celebrities, climate change, the Great Fire of London, world wars, the slave trade, the business of risk, life and pensions, coffee houses, diversity and more, featuring trips to different countries with input from experts and guest presenters to help share this great story.



WEBSITE, DIGITAL ARCHIVE AND APP RESOURCES

DIGITAL RESOURCES

The online digital experience will provide 24 hour global access to the insurance heritage story, also serving as a useful tool for capturing heritage artefacts that cannot be featured in a film or displayed in the Insurance Museum. This resource will be a valuable tool for many audience types, especially as an educational resource for schools, colleges, universities and archivists.

The digital resources would be delivered in the following formats:

- Website, to promote and share the main museum content, with specialist target audience resources for schools and other audience groups.
- Archive 'knowledge management' resource, to capture, catalogue and share content and (digitally copied) artefacts that are too numerous (or unavailable) for the museum to display. The archive would also provide a 'hub' to connect other insurance archive resources, for example, the London Metropolitan Archive.
- With the Insurance Museum based in the centre of the City of London, there is a great opportunity to provide a digital museum App, which allows visitors to not only explore further interactive content and stories within the museum (utilising video, 3D interactive and augmented reality), but also that of the insurance heritage stories that surround the physical EC3 area of London.



MUSEUM VENUE

THE VISITOR EXPERIENCE

As described earlier, the museum visitor venue is a wonderful opportunity to deliver a high value experience, that engages all audiences; a central tenet would be to build on the public's awareness, understanding, confidence and trust in the profession and attracting people to a career in the profession. Content will reflect the content themes of the documentary and the digital online site, these include:

- what is insurance or risk-management / transfer
- the origins of insurance, its history, provenance of social good and its heritage
- key time-line innovations, local and global events, cultural shifts and milestones
- the evolution of the breadth of the profession, processes, tools
- how it works and the complexities of risk management
- the stories from the people involved
- educational cross-curricular themes
- exploring what the future of insurance might enable
- the career opportunities available

The venue located in the city, will establish links with neighbouring tourist attractions, to attract valuable footfall. An education outreach programme would engage schools, colleges and universities. Talks, lectures and network events would raise extra revenue and the venue would attract local companies with international visitors coming to experience the London Market.

A roadshow exhibition will also be developed to provide futher opportunities to engage audiences across the UK at universities, regional insurance institutes, museums and other appropriate venues.



CONTENT

MAKE IT INTERESTING

To many not directly involved in insurance, it may seem like a contradiction in terms to think of insurance as being interesting. However once 'beneath the surface' of insurance, there is a huge 'universe' to discover that is extremely interesting, with stories relating to all areas of life, society, business and the future - there is something for everyone to relate to and to engage with, be that pop-stars, climate change, motorsport, space travel... in fact for virtually any subject that you can think of, there is a story to be told.

The challenge for the Insurance Museum, in capturing and sharing the story of insurance and exploring what it enables, will be to decide what to include and what not to include in this evolving story and to explore as to how best the content is interpreted for maximum audience engagement and educational opportunity.

Criteria will be established by the Museum Curator, to ensure that the best possible story of insurance is told, one that is true, relevant and engaging for all.



AUDIENCE

AUDIENCE TYPES

We will appeal to all audience types.

Children, schools, students, families and tourists are a priority audience to engage and educate. Content will be accessible, engaging and valuable to the story of insurance heritage. We are starting to introduce the Insurance Museum to various City based educational and career focused organisations, who also appreciate its value and support the initiative.



EDUCATION	TOURISM	BUSINESS	ARCHIVIST	CAREERS
			•	
- Teachers	- Families	- Insurance industry	- Archivists	- Students
- Students	- Tourists	ecosystem	- Historians	- Schools
- Schools	- Retired	- International	- Specialists	- Colleges
- Colleges	- International visitors	visitors	- Hobbyists	- Universities
- Universities	- Communities	- Businesses	- Researchers	- Families
- Foundations	- Tourist Industry		- Students	- Career specialists
- Communities	- Tour guides		•	- Graduate Schemes
	0 0 0		• • •	- HR Departments
			• • • • • • • • • • • • • • • • • • •	- Communities
			•	•

TIME-LINE CONTENT

SHAPING OUR STORY

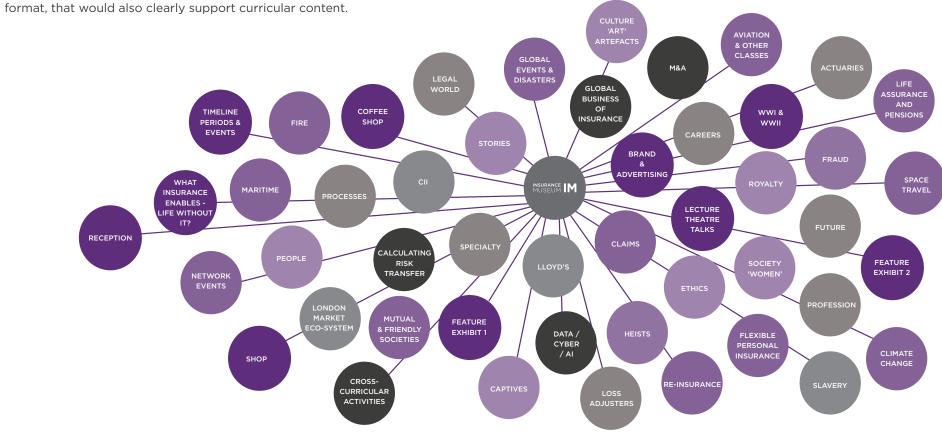
Below is a 'draft' insurance time-line for possible museum content, to be explored and developed by the museum team who will help to shape the engaging and relevant story of insurance. WHAT IS RISK LLOYD'S OF LONDON CII INSTITUTES LONDON MARKET

NOTE. DRAFT TIME-LINE, REFERENCE EXAMPLE ONLY

CONTENT ZONES

MAKE IT INTERESTING

This visual, demonstrates example content exhibition zones for the museum, which could, combined with the insurance time-line, provide another format for structuring the museum content in an engaging and interesting



NOTE. DRAFT CONTENT ZONE THEMES, REFERENCE EXAMPLE ONLY

Valuing our heritage

PROPOSITION Valuing our heritage

STORY CONTENT

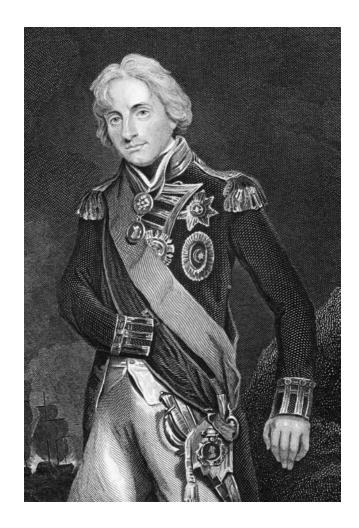
PEOPLE... EVENTS... BUSINESS

Insurance is a people business and there are some wonderful stories to be captured and shared, some fun, some tragic, some incredible, many of which can be supported by physical artefacts, experiential exhibits or video installations. With stories about Nicholas Barbon, Benjamin Franklin, Horatio Nelson, Winston Churchill, Betty Grable, The Beatles, James Hunt, James Bon, Jennifer Lopez, Will Smith, and the lesser known stories from individuals in the market still here to tell their story in person.

Many people are passionate about the insurance profession and sharing their enthusiasm for others to witness will help to attract new audiences to consider careers in the sector.

This coupled with content around global events (the 1906 San Francisco Earthquake, the Titanic, climate change, Apollo 11, Piper Alpha, 9/11, Hurricane Katrina...) and the business of insurance (mergers and acquisitions, spirals, captives, advertising campaigns, life and pensons, friendly societies...) will provide an endless source of stimulating museum content.

It's time to capture this incredibly rich, unique and interesting heritage for the benefit of all.



ACTIVITIES

AT THE VENUE

The Insurance Museum visitor venue, will benefit from the usual scope of museum and venue attractions and activities. This could also include walking tours with actors / ambassadors dressed in period costumes and dress-up for children and families, digital tours, a walking app, feature 'temporary' sponsored exhibitions, talks and events for the public and market communities.

Alongside the exhibition areas, there will also be a 'period' coffee shop and shop selling insurance merchandise.

It has been highlighted that the museum should be designed with corporate events in mind to maximise its income revenue potential, as it will be an attractive space for companies to host their various events and meetings, aligning with their corporate social responsibility agendas.



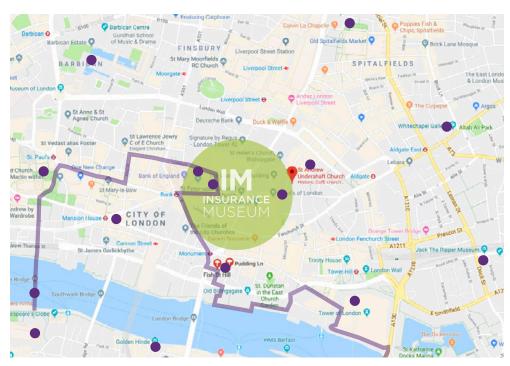
LOCATION AND FOOTFALL

EC3

The Insurance Museum is to have a central City of London location, ideally in EC3. It will be a globally unique experience for visitors to step out of the museum, into the overlapping landscape of the 'living' insurance market in the surrounding area, bringing the experience of the insurance heritage and the profession 'to life'.

With the museum located in the heart of EC3, it will gain footfall from those already visiting this area of London, perhaps to see the Monument (170,000 visitors per year), the Bank of England Museum (112,000 visitors per year) or other locations such as the Sky Garden (1,210,049 visitors since 2015) and Leadenhall Market.

Based on these local attractions and the museum's own marketing activity, we conservatively estimate that visitor numbers for the (permanent) Insurance Museum would be in the region of 200,000 visitors pa. These figures have also been reviewed with representatives in the local museum community.



City of London Visitor Trail

Local attractions to link with:

- The Tower of London
- Bank of England Museum
- The Monument
- Lloyd's
- Museum of London
- St. Paul's Cathedral
- Historic London Tours
- The Barbican

- London Stone
- London Mithraeum
- Walkie-Talkie Sky Garden
- Old Billingsgate
- Aldgate Pump
- The Guildhall Galleries
- St Lawrence Jewry
- Leadenhall Market
- The Golden Hinde
- HMS Belfast

- The Shard
- Millennium Bridge
- Jack the Ripper Museum
- The Culture Mile
- Mansion House
- Jamaica Wine house
- Dr Johnson's House



PROPOSITION Valuing our heritage

VENUE

LONG-TERM VENUE... BUT FIRST...



...THE 'POP-UP' INSURANCE MUSEUM

To accommodate extensive content, the depth of insurance history and a range of experiential exhibits, the Insurance Museum will need a permanent venue of circa 20,000sqft (double the size of the Bank of England museum); allowing for significant exhibition and event facilities. The venue would ideally be located at ground floor level, with prominent, visible street access.

The Insurance Museum Initiative is in dialogue with representatives from the City of London Corporation to identify the ideal property. Currently there are a few properties that appear to be suitable; further feasibility investigations will be required to confirm the most effective and cost efficient location within the heart of the London Insurance Market.

The first phase for the IM IN is to create a 'pop-up Insurance Museum experience' - this initial visitor venue will operate for 3-4 years and will allow for the design, display and testing of curated stories and exhibitions, as well as educational and enterprise activities for key audience groups. It will also enable, inform (de-risk) ongoing consultation, planning and fundraising for the delivery of the permanent museum and visitor venue, as part of the second phase programme of activity.

The IM IN team have identified a suitable venue for the 'Phase 1' IM 'pop-up', this is situated in Whittington Avenue, next to Leadenhall Market (see below). This property is being reviewed with the City of London Corporation, with the aim of negotiating a 3-4 year lease. This is dependent on a successful fundraising campaign for the Phase 1 target of £3 million.



Pop-up museum, venue opportunity currently available in Whittington Avenue, next to Leadenhall Market

BENEFITS OF THE 'POP-UP' MUSEUM

OPERATIONAL BENEFITS OF THE 'POP-UP' INSURANCE MUSEUM

- Space and resource access to develop and test museum content, delivery formats and 'sponsored' exhibitions on key audience types, including schools and members of the public
- 2. Opportunity for school, college, university, community, public and business engagement
- 3. Insurance Museum base for attracting input on all aspects of the Insurance Museum and other deliverables, to perfect the story content and discover more from the Insurance Museum community, including discovering valuable artefacts to help bring stories to life
- 4. Location for hosting fundraising events and raising further revenue through sponsored exhibits, venue hire, donations, the coffee shop and retail shop. A physical space for visual recognition of Insurance Museum supporters through the display of an 'Insurance Museum Founders' wall and hosted club events
- 5. Location for the film studio set up to enable the capturing and sharing of heritage stories
- 6. Operational base-camp for the Insurance Museum, to enable it to fully design and develop the feasibility investigation for the permanent Insurance Museum



BENEFITS FROM THE INSURANCE MUSEUM DELIVERY

SUMMARY BENEFITS

- 1. Building public engagement (connection), education, awareness and trust in the insurance profession
- 2. **Education for** all audience groups, with strong 'cross-curricular' school and community 'outreach' and 'road-show' and 'talks' engagement opportunities
- 3. Attracting talent to a career in the 'diverse' insurance 'eco-system'
- 4. **Capturing and sharing our insurance heritage** story
- 5. Reconnecting the profession with its origins of 'social good'
- 6. **Promoting the insurance profession** and its innovations to all global audiences
- 7. Delivering the 'value' of insurance heritage for the 'inclusive' benefit of all
- 8. Neutral **network hub** and forum **for championing the future** evolution and innovations **of insurance**
- 9. **Template 'Insurance Museum'** for other locations (Manchester, USA or an emerging market, this could also help **to promote the UK and London Market** abroad)



EDUCATION AND CAREERS FOCUSED BENEFITS

SUMMARY BENEFITS

- Building awareness (for all, even those already employed within the sector) of the breadth of career options available within the insurance world
- 2. **Sharing the heritage stories** from those that are passionate about the profession and (capturing) sharing some of this knowledge and experience for others
- 3. Education outreach programme, including resources, road-show visits, talks and tours to engage with schools, colleges, universities and communities
- 4. **Cross-curricular subject matter to facilitate educational engagement** (business, law, English, geography, environment, maths, physics, history, art... which other subject is so broad in it's appeal)
- 5. **Engagement with careers advisors and graduate schemes**, this could also include careers outreach for those completing their military service (risk-aware)
- 6. Build out the conversation forum on the **opportunity for stronger insurance curricular education** involvement

A full **programme of outreach activity would be developed** by the Insurance Museum management team, working with other education, careers, graduate and community programmes and relevant charities.



TARGET FUNDS

INITIAL TARGET £3 MILLION

The Insurance Museum 'Initiative' aims to **build cross-market funding** and resource support for the museum venue development and delivery.



INSURANCE MUSEUM

FUNDING - Target PHASES

Further feasibility research is required to agree the detailed plans for Phases 2 and 3

PHASE 1 - POP-UP MUSEUM - 2019-22

Pop-up museum (3 - 4 year lease)

2500 sq ft museum

Design and fit out

Staffing and professional fees

Documentary film (Part 1)

Web and app resources

Total: £ 3 Million

PHASE 2 - MUSEUM SET UP - 2022-23

20 000 sq ft museum

Rent, service, rates

Design and fit out

Staffing and professional fees

Documentary films (Part 2 & 3)

Web and app resources

Total: £ 10.5 Million

PHASE 3 - MUSEUM 'RUN RATE' - 2023...

20 000 sq ft museum

Rent, service, rates

Staffing and professional fees

Events and exhibitions

Web and app resources

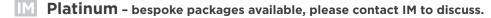
Total: £ 3 Million pa (some from revenue income)

YOUR PLEDGE

THE IM FOUNDERS' CLUB

Whilst we set up the charity for the IM we are gathering pledges from across the market on the following tiers (gift aid and tax benefits will be detailed in due course).

Corporate IM Founders



Gold - £100,000 and above

Recognition – your company name on the **INSURANCE** MUSEUM donor wall, your logo added to the IM website and brochures, plus 20 tickets to the opening night gala

Venue Hire - free venue hire for up to 4 events per year*

Access & events – free event access throughout the year, IM IN club membership, Museum Director's Tours* Staff benefits – access and discounts

IM Silver - £50,000

Recognition – your company name on the **INSURANCE** MUSEUM donor wall, your logo added to the IM website, plus 10 tickets to the opening night gala **Venue Hire** – free venue hire for up to 2 events per year*

Access & events – free event access throughout the year, IM IN club membership, Museum Director's Tours* Staff benefits – access and discounts

IM Bronze - £25,000

Recognition – your company name on the **INSURANCE** MUSEUM donor wall, your logo added to the IM website, plus 5 tickets to the opening night gala **Venue Hire** – free venue hire for 1 event per year*

Access & events – free event access throughout the year, IM IN club membership, Museum Director's Tours* Staff benefits – access and discounts

IM Supporters - (pledge your amount)

*Terms and conditions apply.

Individual IM Founders

Platinum - bespoke packages available, please contact IM to discuss.

M Gold - £20,000 and above

Recognition – your name on the **INSURANCE** MUSEUM donor wall, your name added to the IM website and brochures, plus 4 tickets to the opening night gala

Venue Hire - free venue hire for up to 1 event per year*

Access, events & benefits – free event access throughout the year, IM IN club membership, discounts

IM Silver - £10,000

Recognition – your name on the **INSURANCE** MUSEUM donor wall, your name added to the IM website, plus 2 tickets to the opening night gala **Access, events & benefits** – free event access throughout the year, IM IN club membership, discounts

IM Bronze - £5.000

Recognition – your name on the **INSURANCE** MUSEUM donor wall, your name added to the IM website, plus 1 ticket to the opening night gala **Access, events & benefits** – free event access throughout the year, IM IN club membership, discounts

- M Friends £100 per year (or £10 pm)

 Recognition newsletter and member's pack

 Access & events discounted offers events, shop, merchandise
- IM Supporters (pledge your amount)



AN INDEPENDENT CHARITY

CHARITY STATUS

Though the CII has seed funded the Insurance Museum Initiative feasibility work, the museum is to be funded by 'the market' and managed and operated within the governance structure of an independent Charity. Following the discussions with an independent museum expert it was recommended that the Insurance Museum Charity be set up as a Charitable Incorporated Organisation (CIO). This structure, allows the charity to enter into contracts as corporate entities with limited liability for trustees and members. The charity would not need to register with Companies House and is not subject to company law, but is registered with and regulated by the Charity Commission. Following consultation with local museums, is it also recommended that the IM create a trading company, to allow for further flexibility with fundraising and business opportunities.

The charitable objectives, documentation and application is currently in progress.

It is initally planned that three trustees (proposed below) are appointed for the Charity set up.



Reg Brown



John Bissell



Judith Pleasance

Recommendation from a charity trustee

"Keep the number of trustees fairly small and then have an executive board for managing the museum"



FUNDRAISING

OUR APPROACH

Our approach to the corporates will be a mixture of meetings, events and communications to share the Insurance Museum proposition and gain pledges of financial support.

Below are example summary calculations for the Phase 1, fundraising tiers.

IM

IM

IM



CORPORATES

IM Corporate Founders - Bronze Tier

120 x £25,000 = £3,000,000

IM Corporate Founders -Silver Tier

 $60 \times £50,000 = £3,000,000$

IM Corporate Founders - Gold Tier

 $30 \times £100,000 = £3,000,000$

IM Corporate Founders - Platinum Tier

 $6 \times £500,000 = £3,000,000$

INDIVIDUALS

IM Founders - Bronze Tier

600 x £5,000 = £3,000,000

IM Founders - Silver Tier

IM

IM

 $300 \times £10,000 = £3,000,000$

IM Founders - Gold Tier

IM

 $150 \times £20,000 = £3,000,000$

IM Founders - Platinum Tier

IM

 $30 \times £100,000 = £3,000,000$

INDIVIDUALS

IM Friends (Annual Membership)

30.000 X £100 = £3,000,000

IM Supporters

 $60,000 \times £50 = £3,000,000$

The median 'pledged' donation value on the Insurance

Museum website is: £250

12,000 x £250 = £3,000,000

Note. The IM pledge promise would reward each £5,000 donated with a ticket to the opening night IM IN party at the IM 'pop-up', with a capacity of approx 400 people. The IM needs to raise approx £1m to open the doors for the museum, thus with a pre-paid party guest list of 200 people - it should be a great night!



FUNDRAISING

THE FUNDRAISING LANDSCAPE

The insurance market is vast and diverse, the aim is to build broad market support and involvement for the museum.

Government and Civic:

- City of London Corporation
- The 25 Wards
- Government
- Financial Conduct Authority

Associations and Corporations:

 CII (and local institutes), IIL, IRM, AIRMIC, CILA, LMG, LMA, BILA, FOIL, Lloyd's Market, IUA, LIIBA, MGAA, ABI, BIBA, LIBF, CISI, IFOA, IAM, CFA, PMI, CBI, ILAG, PIMFA, ICMA, PLSA Personal Finance Society, Society of Trusts and Estate Practitioners, Society of later life advisers.

Partners:

 National Maritime Museum, City of London Museum, London Fire Brigade Museum, Guild Hall Galleries, Monument, Bank of England Museum

Accountancy (consulting) firms:

- The Bia 4 - 10

Individuals:

- High net worth and philanthropists

Clubs:

- Three Rooms Club (Lloyd's alone has 33 clubs)

Insurance corporates:

- Auditors, Actuaries, Loss Adjustors, Risk Managers, Underwriters, Brokers, Lawyers, Back Office, MGA, Life and Pensions, Friendly and Mutual Societies, Insurers, Re-Insurers, Investment Managers, Captives
- Also in USA, Canada, China, Europe, Asia.

Livery companies:

- Insurers, Firefighters, Shipwrights, Mercers, Drapers and more

Charity and Trusts:

 Heritage Lottery Funding, The Insurance Charities, WCI Charity, CII Education and Training Trust, Trusts and Funds

Companies with eco-sytem 'interest':

- Technology, property, business colleges, recruitment, retail, education and training

Clients

- Shipping companies, Aviation companies

Public:

- Crowdfunding platforms
- Fundraisers for example, collections within companies

The corporate market is our primary audience for building cross-market support and initial fundraising requirements for the 'pop-up' venue.

During the fundraising campaign we will make applications to charities, trusts and funds for financial support.

Although the campaign has not begun, individuals from across the market are starting to pledge donations online in support of the Insurance Museum.



IM IN CAMPAIGN

FUNDRAISING PHASE

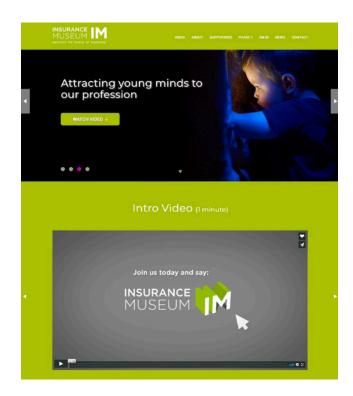
We have developed initial marketing communications tools and resources to engage the insurance market with the IM IN campaign, this includes:

- introductory videos and video concepts for next round development
- website (domain, design, build, hosting), with 'pledge' functionality
- presentations
- overview, pledge, proposition, event documents and merchandise
- social media content (Linked In, Facebook, Twitter)
- public relations articles
- newsletter templates
- CRM and databases
- reference financial models

We have also started to build a network of ambassadors to support market engagement.

The combination of networking, events, PR, website, presentations, social media, crowd-funding, pitches and supporters sharing the message will help to build market support and fundraising for the IM, this is proven by early 'pledges' already received for the museum.

Further communications resources, continual marketing, targeted fundraising activity and numerous presentation will be required to achieve the fundraising targets. Funding for the next 6 months is required to support and maintain the momentum for this next phase of activity.



SPONSORED FUNDRAISING CAMPAIGN

£120K SPONSORSHIP TO SUPPORT 6 MONTH IM FUNDRAISING ACTIVITIES

An affordable sponsorship package is being proposed to attract support from across the market, the rewards of this package will include:

- option to join IM IN steering group meetings
- sponsors featured in fundraising comms, including; social media, video, press, web, presentations, print
- network opportunities (in support of the IM)
- publicity 'sponsors' tool kit
- with the successful fulfilment of the fundraising campaign and the opening of the 'pop-up' museum:
 - ticket to the IM opening night gala
 - name recognition on the IM Founders wall as an 'IM IN Supporter'
- CSR value in supporting the IM delivery and its legacy

We will aim to attract sponsors as broadly as possible from the following across the following segments:

Underwriters Risk Managers

Brokers Education and Training

Lawyers Recruitment

IMGAs City of London / UK Government / FCA

Life and Pensions Lloyd's Market

Friendly and Mutual Societies Tech / Back Office

Actuaries Investment Managers

Auditors Captives

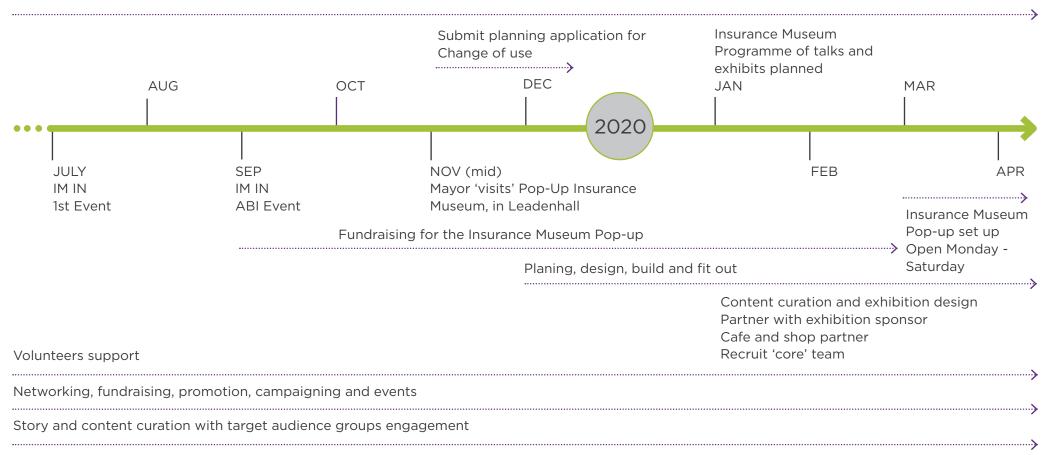
Loss Adjustors Clients



PHASE 1 POP-UP VENUE

'POP-UP' TIME-LINE

Planning, preparation, production - time-lines flexible due to dependencies of property availability and fundraising targets





I'M IN

EXPRESSIONS OF SUPPORT

In the following pages we have tried to capture the key comments and feedback that we have gained from the meetings, calls, events, emails, lunches, social media and conversations that we have had as we have been presenting, developing and shaping the IM proposition.

We are also building support amongst the insurance market associations, this is helpful for building market awareness and for facilitating communications to market companies.

SUPPORTED BY:



















More to be consulted across the Insurance market, including:

We are in the process of communicating with other organisations and livery companies that include IFoA, WCI, Lloyd's, IRM, BIBA, CILA, LIIBA, LMG, FOIL, LIBF, CISI, IAM, CFA, PMI, CBI, ILAG, PIMFA, ICMA, PLSA, Broker Network, Firefighters, Shipwrights, Mercers and more...



I'M IN

EXPRESSIONS OF SUPPORT

Letter of support, endorsing the Insurance Museum proposition from the City of London Corporation. Chair of Policy and Resources Committee Deputy Catherine McGuinness



Telephone 0207 332 3801 **Email:**catherine.mcguinness@cityoflon don.gov.uk

Thursday 22 August 2019

To whom it may concern,

I am writing on behalf of the City of London Corporation to wholeheartedly recommend to you proposals for a new Insurance Museum, to be located in the heart of the City – an area richly imbued with the industry's history and home to some of the world's oldest and largest insurance providers. Please accept this letter as evidence of our support for the project.

Certainly, we believe this is a great place to site such a museum. It is a very London – very City – story. While the profession's history dates back earlier than 3000BC with examples of risk management in China and bottomry in Babylonia, the Great Fire of London triggered the innovation of modern (property or fire) insurance and companies like Lloyd's emerged from the City's coffeeshop culture. Today, the UK ranks 4th globally (behind the USA, China and Japan), with London recognised as the insurance capital of the world.

Against this backdrop, the City leads all English local authorities for its use of heritage to foster a distinctive identity and enjoys the number one spot nationally for engagement in culture¹. As such, the proposed museum would be an appropriate complement to an already exciting cultural and heritage offer here; one that attracted 21.5m visits in 2018 with a visitor spend calculated to be in excess of £2bn.

With such an established market in what is an obvious home for an attraction about insurance, we are confident that the museum will enjoy success.

But this is not just about place. As champions of the business City and advocates of London as a location in which professions like insurance may thrive – now more than ever – the City Corporation recognises the importance of this opportunity, which seeks to preserve and promote

¹ As identified in the Royal Society for the encouragement of Arts, Manufactures and Commerce's (RSA) latest Heritage Index (2016), and in the Government-commissioned Active Lives Survey conducted by Ipsos MORI in 2017.

City of London PO Box 270, Guildhall, London, EC2P 2EJ Switchboard 020 7606 3030 www.cityoflondon.gov.uk Page 2 of

the industry's heritage, drive awareness of its role as a force for social good, attract new minds to the profession, and build stronger public engagement and trust in insurance through education and community programmes.

Noting the above, we believe that the proposed museum is a good fit for the City, with a resonance that will build the reputations of London and the UK as business and leisure destinations. Furthermore, we welcome the interest it may drive in the profession and, ultimately, the opportunities this may generate. We therefore endorse this proposition and recommend it to you as an opportunity worthy of your support.

Best wishes,

Catherine McGuinness Chair, Policy and Resources CONSULTATION

I'M IN

EXPRESSIONS OF SUPPORT



"The Insurance Museum will give young people an insight into the exciting world of risk and let their curiosity in the market develop. I think this is not only a great opportunity to interest young minds but also to keep history alive.

I'M IN, are you?"

M BAEZ BANO ACTUARY



"While London is the undisputed insurance capital of the world, there is no place where its story is told with reference to the artefacts and historic records. The ABI is fully supportive of the concept being developed.

I'M IN, are you?"

H EVANS
DIRECTOR GENERAL, ABI



"We have an amazing history and we need to tell the story. The Insurance Museum is something I believe we should do, for the good of everyone we work with and for our future. I'M IN, are you?"

S LANGLEY
GALLAGHER UK, CHAIR /
CITY OF LONDON ALDERWOMAN



"Insurance is a sector that undersells itself, this is an opportunity to explain why it's important to everyone. I'M IN, are you?"

T RENOUF
CONSULTANT



The Insurance Museum will help the wider community to explain the culture, heritage and societal value of our industry. I'm passionate about our industry, so I'M IN, are you?

S CAMERON
CHIEF EXECUTIVE OFFICER,
LLOYD'S MARKET ASSOCIATION



"I wish there had been something like this when I was at school, no-one even knew what insurance was, they never ever talked about it as a career.

I'M IN, are you?"

L DUGGAN
UNDERWRITER TECHNICIAN

CONSULTATION

I'M IN

EXPRESSIONS OF SUPPORT



"I started work in insurance 49 years ago, like so many of my contemporaries by accident and with perhaps mixed expectations. Any reservations were soon dispelled and I have enjoyed a stimulating and rewarding career during which I have been privileged to travel the world and meet many people both in their own countries and here in London. Whether client, colleague or partner they are invariably fascinated by the history of insurance in London. And few businesses can be so dependant on the lessons of the past to inform decisions about the future. So for so many reasons the creation of a permanent place of record for the industry seems long overdue so the Insurance Museum deserves our support."

MAX TAYLOR
FORMER CHAIRMAN OF LLOYD'S

"The Monument, in the City of London, was completed in 1677, just 11 years after the Great Fire of London which it commemorates, and the rebuilding of the City, which it celebrates. It is ALVA's smallest member but stands for something extraordinary in our global economy.

Property insurance, as we know it today, can be traced to the Great Fire of London, which in 1666 devoured more than 13,000 houses. The devastating effects of the fire converted the development of insurance "from a matter of convenience into one of urgency", a change of opinion reflected in Sir Christopher Wren's inclusion of a site for 'the Insurance Office' in his new plan for London in 1667. It is fitting, therefore, that the Insurance Museum should be located in the shadow of the Monument and in the heart of the City.

Telling the story of insurance - its history, its diversity, its global span, the cases and quirks, people and places, heroes and villains, and the safety net of

protection it affords everyone of us, everywhere, everyday - is a huge but wonderful task. Telling it with creativity and flare, honestly and accessibly is a must, so that it appeals as much to the knowledgeable as to the sceptic, to the advocate and the curious. Like finance, law and politics, insurance touches all of us yet is barely understood and appreciated. This Museum is a fantastic way to communicate the variety and impact of insurance and the insurance sector and of its importance to London, the UK and the World"

BERNARD DONOGHUE

MAYOR OF LONDON'S AMBASSADOR FOR CULTURAL TOURISM

ASSOCIATION OF LEADING VISITOR ATTRACTIONS (ALVA)



Valuing our heritage

I'M IN

EXPRESSIONS OF SUPPORT

"Concepts of 'mutuality' underpin the insurance industry and this is something that greatly interests children and young people. This influences many aspects of their decision making from online 'movements' to their movements around the City via Uber, bike-sharing and other shared economies. From its earliest days, insurance has allowed people to extend their frontiers. It is about adventurers in all areas of human endeavour from mountain climbing to music mixers. It underpins much of the public good in a society such as our health and pensions and gives people a sense of safety and wellbeing. Yet, little is known about this industry that is there in most aspects of life. Through culture and a living museum, it is possible to excite children about the insurance industry. Children and young people should have a good time at the museum with stimulating experiences and importantly it should promote active discussions and debates."

PROFESSOR DR ANNE BAMFORD, OBE
STRATEGIC EDUCATION AND SKILLS DIRECTOR
DEPARTMENT OF COMMUNITY & CHILDREN'S SERVICES

"I hear a lot of comments about 'why do we need a physical insurance museum to educate and attract the talent of the future when all they are interested in is living in a virtual online world?' And whilst for some that might be the case, having recruited a number of young journalists to write about insurance, they are always surprised and impressed by the importance of the sector in keeping the country going. Having a museum site that could bring that to life would in my opinion fuel the imagination of many more people who would never have considered a career in insurance"

JONATHAN SWIFT
THE POST

"Having spent some 40 years in the Lloyd's Market and counting, I am very enthused by the prospect of an Insurance Museum that celebrates the fantastic history of our industry.

There are many colleagues in the market like me who owe much to Lloyd's and the London Insurance Market for a great career. The chance to put something back into the community is a privilege and I hope market colleagues will follow suit and support the museum. Leaving school on 1976, I fell into insurance! Little did I know how rewarding and lucrative a career in insurance would be. There is much as a community we can do to encourage a new generation to join our community and the Insurance Museum can for sure be a catalyst to achieve this.

I urge market colleagues to support Reg Brown in his visionary quest to set up an Insurance Museum."

MARTIN ROBINSON
CHAIRMAN, LLOYD'S MOTOR CLUB



I'M IN

EXPRESSIONS OF SUPPORT

"We have had long and varied careers in insurance and financial services; starting out in claims and underwriting, then many years of insurance broking and now financial planning. Each stage has brought with it new interests, skills and opportunities to learn. We have seen the benefits insurance and financial services has in the development of the society and the lifestyles we all enjoy today. Who would pay for the damages awarded when mistakes occur, provide income for families when disability strikes or create income in retirement? Who would give business the security to develop and expand? It is an almost endless list of benefits and in addition, we contribute massively to the financial well-being of our country and its gross domestic product.

When the Chartered Insurance Institute put together a working party to decide the future of its vast array of heritage items, we enthusiastically supported its aims. We live and work in York, a city which thrives on history and tourism. We believe there is a wide interest in social

history and as a profession we have a great story to tell. To be effective we must interactively explain the timeline of insurance from the beginnings, through industrial and social change and how our modern world has been influenced and shaped by insurance history. By understanding our story and what we provide we hope people will see insurance not as a cost without benefit but something of value to them and society. We hope a benefit will be to encourage youngsters to understand what we do and to consider insurance and financial services as worthwhile career options.

We did not see this as preserving a collection of dusty relics but using our heritage to tell our story in an enthusiastic, vibrant and forward-looking way. The opportunity for our profession to go back to the future.

We had a dream and have a plan to make it reality, we have willingly given time and money to make it happen, please join with us and support IM IN."

STEPHEN & VERONICA WILKINSON
CHARLES WILKINSON FINANCIAL PLANNING



"If ever there was a time when we should be showcasing the importance of the role insurance plays in society, how it has evolved and what it's future may look like especially as our world changes, now is that time. It might seem odd that anyone would want to visit an insurance museum, but The Insurance Museum is not just a place to show artefacts, it's a concept to tell stories, take people into the world of risk, help educate and celebrate insurance. Insurance can be fun! That's got to be worth it and I'M IN."

JOHN BISSELL COO. CII



I'M IN

EXPRESSIONS OF SUPPORT

"Your plans for the Insurance Museum are wonderful, and will be of great interest for our students. It is such an innovative concept which will promote the industry itself and attract new talent.

As you are aware, the ECBM provides bespoke business programmes for German apprentices. The programme of study is designed to increase business knowledge, develop the students professional skills and build on their language competence in an international business environment. Some of the students are trainees in the Insurance sector in Germany, and all of the students – whatever their specialist profession – will learn about the Insurance Industry as part of the curriculum. Many of the students who participate in our programme are looking towards a future career in The City.

One very important aspect of the programme is to give the students an deeper insight into The City of London and The Importance of the City as a Global Financial Centre. The syllabus covers the history of the Insurance Industry from its roots in the coffee houses to modern-day insurance and, of course, the role of Lloyd's of London.

Naturally, it is vital that students are able to experience how The City operates at first hand, and to have the opportunity to visit institutions and companies. I believe that The Insurance Museum would provide an excellent facility which will enhance the students' understanding of the Insurance sector. To have access to such a resource centre in The City, will certainly enrich the programme and bring the world of insurance to life – the historically themed coffee shop is a great idea.

I wish you every success with your mission. Do keep me up to date with your progress."

SARAH ILES

DEPUTY DIRECTOR, PDP PROGRAMME MANAGER, EUROPEAN COLLEGE OF BUSINESS AND MANAGEMENT, DIE BILDUNGSAKADEMIE DER DEUTSCH-BRITISCHEN INDUSTRIEUND HANDELSKAMMER (AHK) IN LONDON "This is a really interesting idea – open a museum right in the heart of the London market. We would definitely support it by holding conferences and events there.

I hope the industry can get behind it. I think that if it were well executed it would help with recruitment and raising the profile of the industry and should be self funded once founded."

MARK GEOGHEGAN
EDITORIAL DIRECTOR - INSURANCE INSIDER

"An insurance history museum is a unique opportunity to show that, despite misconceptions, this is one of the most fascinating industries. Insurance was essential for our economic, industrial, and social development, in fact for almost every single aspect of our lives."

NIELS-VIGGO HAUETER
HEAD CORPORATE HISTORY, SWISS RE MANAGEMENT LTD



I'M IN

EXPRESSIONS OF SUPPORT

"Borrowing sentiments from Sir Winston Churchill, who argued that "Those who fail to learn from history are doomed to repeat it", I am fully convinced that we must not only understand our history in order to not repeat the mistakes of the past, but that such an understanding helps us to appreciate the rich heritage that has contributed so much to the world we inhabit today and enables us to look forward to appreciate and meet challenges that lie ahead.

Much of the success and value inherent in the developed world owes a huge debt of gratitude to past insurers who helped industry and commerce share the risks inherent in research, experimentation and innovation.

An insurance museum, as envisaged by the IM IN initiative, and which I have been proud to support since its inception, will deepen that understanding of the value of insurance and risk-taking. It will also, I believe, create an important and new vehicle

for educating and attracting young people to the insurance profession in which they too can help to meet the challenges inherent in the world of the future while building a career in this essential service within the UK and global economy."

TERRY HAYDAY
CHARTERED INSURER



"In a world some pundits denigrate finance as 'socially useless', the importance of any museum that helps people understand financial services contribution to society is important. Finance provides social protection, facilitates trade & commerce, and promotes financial stability. Insurance specifically helps people 'pull together through pooling'. These messages can best be conveyed by thoughtful presentation and learning by the public, consumers, students, academics, practitioners, and policy-makers. The City of London would be an excellent location for an Insurance Museum that connects the profession of finance with the curiosity of its beneficiaries."

ALDERMAN PROFESSOR MICHAEL MAINELLI SHERIFF ELECT OF THE CITY OF LONDON 2019-2020



CONSULTATION

I'M IN

EXPRESSIONS OF SUPPORT

"I am delighted to see this project making progress. The insurance industry has a rich and varied heritage. It has made a major contribution to the commercial success of the country and also provided ordinary citizens with vital protection for themselves, their families and their property. This was made possible by the commercial vision, innovative spirit and social conscience of many people and the firms they founded. Few people understand the breadth of the industry's contribution to commerce and society. The museum will be an opportunity to tell those important stories."

DAVID WORSFOLD
WORSFOLD MEDIA SERVICES LTD.

"Few people outside the sector truly understand the key role insurance plays in our modern society. We take for granted the security and prosperity that comes with having an economy underpinned by insurance. So how did we get here... and what does the future hold? The Insurance Museum presents a great opportunity to tell our story to a wider audience, to educate the next generation, and to attract more talent into our profession. I'M IN!"

MELISSA COLLETT
PROFESSIONAL STANDARDS DIRECTOR
CII

"For over 300 years insurance has been at the heart of the City and our nation's economic well being.

From ships to fires, floods and health and lately to cyber, insurance is the oil that allows the economy to function. Yet despite the key role of insurance and unlike the Bank of England there had been no central museum celebrating and recording the vital role insurance has played in our nation's and the City's history. Hopefully that is about to change."

DAVID HERTZELL FORMER LAW COMMISSIONER



CONSULTATION

I'M IN

EXPRESSIONS OF SUPPORT



"Over the years the insurance industry has proved remarkably resilient to a number of challenges from the San Francisco Earthquake in 1906 to the attack on the World Trade Centre in 2001, the insurance industry has proved to be the most influential parts of the UK economy. Insurance has a global reach and not only underpins our own individual security but also enables big businesses to operate more freely. It would be great to have a museum to educate society on the history of insurance that has created the foundation to the evolution of digitalisation."

SUNEETA PADDA
DIRECTOR PADDA CONSULTING

"Capturing our heritage: London Metropolitan
Archives, City of London continues to develop
extensive business archives of key London-based
insurance companies and associations from 17th
century onwards. LMA welcomes future opportunities
of working together with the IM IN initiative/Insurance
Museum in collecting and showcasing the history of
insurance industry in the City of London by promoting
collections to the wider community."

RICHARD WILTSHIRE, SENIOR ARCHIVIST - BUSINESS ARCHIVES LONDON METROPOLITAN ARCHIVES

OTHERS CONSULTED AND SUPPORTIVE OF THE MUSEUM CONCEPT

B SHARP MUSEUM OWNER, P STADDON MGAA, B MASOJADA CEO HISCOX, S SMITH LMA, E ROGULA DEPUTY, J CLARK GLOBAL HEAD OF SCOR CLAIMS, J ROUSE UNDERWRITER PROTECT, C WILLIAMS PRESIDENT BILA, D CHRISTIAN GLOBAL CHAIRMAN AON, N V HAUETER HEAD CORPORATE HISTORY ASSOCIATED UNITS SWISS RE MANAGEMENT LTD, J MCILDUFF DIRECTOR, H COLTHURST ALDERMAN, D COOMBE LIFE PRESIDENT THREE ROOMS CLUB, T MCGRATH NON EXECUTIVE DIRECTOR, J PORTER AXA, A STEWART AXA, E RICHARDS RISK AND COMPLIANCE MANAGER, N ROBERTS LMA, D MATCHAM IUA, B SCHURER PUBLISHER, A PEARSON MUSEUM DIRECTOR, A LEONARD ACADEMIC, T FISHER RSA, E NAGY LMA, R HUDSON CHAIR, ALLIANZ INSURANCE PLC, P KILIAN LMA, J RADCLIFFE CHAIRMAN THE ART LOSS REGISTER, M MASON TEACHER, R WOOD RWA, T WOOD RWA, S READER HITACHI CONSULTING, D HUGHES MULBERRY RISK, P MILLER HFG RECRUITMENT, R HALL BUILDING CONSULTANT, D EARL WISE UNDERWRITING, G SCOTT RWA, K RUDIGER THE BROKERAGE, SIR D WOOTTON FORMER LORD MAYOR, SIR A GRAHAM FORMER LORD MAYOR, K HUGHES HUGHES & PARTNERS, J CHAPMAN LANGBOURN WARD CHAIRMAN, E LEWENDON LONDON FIRE BRIGADE MUSEUM. A POTTS IIL, B MERRY NON EXEC DIRECTOR BRITISH FRIENDLY SOCIETY, A STONE GROUP ARCHIVIST. J YOUNG WCI. T MASTERS WCI. D SALES WCI. J YAN CHINA TAIPING. A MEW KENNEDYS. D WHEATLEY WE ARE GUERNSEY, SIR C BOWMAN PWC...



EDUCATION

"As Chair of The Brokerage, a social mobility charity providing young people with access to professional jobs including in the insurance profession, I warmly welcome the initiative to create an Insurance Museum. I am sure that an increased awareness of the rich heritage and global reach of insurance will do much to interest and inspire the talented young people we work with to pursue a future in this exciting and important sector of the financial world.

There could definitely be some outreach work we could do together."

PHILIP GRANT - CHAIR, THE BROKERAGE

FS & I DIRECTOR

"it is the most interesting sector in the world!! and socially good."

CONSULTANT

"I'm proud to work in insurance and cannot think of a better opportunity to build awareness and trust in our industry."

UNDER 35

"There isn't anything really pulling together the leadership and innovation that has come through this market. I think the Insurance Museum would be a great place to concentrate that."

9 YEAR OLD

"Well now you've explained it, it does sound interesting."

11 YEAR OLD

"What is insurance, what is risk?"

UNDER 25

"I would want to know more about insurance."

CHIEF EXECUTIVE

"The biggest word in the conversations I have had around this in the market is 'education'."

TEACHER

"If there was an attraction that brought people

to London and visited the museum, they would

encourage people to move internationally, once

"I have been thinking about the Insurance Museum

more and talking to people about the possibilities.

The more I think about it the more themes come to

mind, for example 19th century literature - Dickins,

been interested in such a resource to tap into."

PUBLIC PROGRAMMES AND DEVELOPMENT MANAGER

clerks, failing businesses. And my links to schools have

they have a greater understanding of the market."

learn how the industry works over here, and it may

"This is great, it's cross-curricular, it's all key stages 1-4, if you talk about the war, the fire of London, climate change you're plugging into all of the subjects - it's really good"

"the Heartland of insurance which will be visited and remembered by generation after generation."

12 YEAR OLD

"If there's VR, I'll go"

UNDERWRITER

"I wish there had been something like this when I was a kid"

CHAIRMAN

"This is in inspired project which could give the present and future generations of insurance professionals an insight to how insurance affects the lives of the people it touches; for better or for worse."

"Insurance is an industry that touches everybody - everyone will find something that means something to them."



CAREERS

ASSOCIATION

"If young brokers think this is a good idea for attracting others to the profession, then we will support it."

DIRECTOR

"We need to know that young people want it too"

I AWYFR

"I am thoroughly excited about the idea of a museum"

PROFESSIONAL STANDARDS DIRECTOR

"Spread the word - and pledge to support the proposed Insurance Museum for celebrating our history and encouraging new talent"

UNDER 35

"This would have great training value."

PROFESSIONAL STANDARDS DIRECTOR

"Lets celebrate our insurance heritage and encourage talent into our profession."

UNDER 35

"It would be great for us to be able to show what the insurance industry means, we need to attract more younger people into the industry. Most people will find something they would enjoy about the industry."

UNDER 35

"You want to have diverse and fresh thoughts, rather than everyone coming from Essex."

YOUNG BROKER

"This would be really useful, somewhere where you can go and actually find out about insurance, what it is - very useful - you could have school and college tours, good if you came to do talks at universities and the job fairs too."

DIRECTOR

"We've just got to do this."

UNDER 35

"I didn't know anything about are so many things that you can't just google."

GUEST AT THE POP-UP TOUR

"...this is what's so exciting, this museum is going to be tangible...its not software or an interface, where we spend all day inputting data, it's going be real, something that really represents us and the industry physically"

"Getting new audiences engaged. more than meets the eye to insurance, it's not a stale industry, brings the CII to life"

"Without the awareness of

what the industry is doing,

people don't necessarily know

if they should join it. Having

an attraction to make people

more aware, can only be seen

as a good thing."

insurance when I joined - there

UNDER 35

'how can you drive change in the market, this could be an enabler'

ACTUARY

"The Insurance Museum will give young people an insight into the exciting world of risk and let their curiosity in the market develop. I think this is not only a great opportunity to interest young minds but also to keep history alive"

"It's a great idea to celebrate our heritage, educate the public and encourage new talent"



CONTENT

"Heritage as well as exciting artefacts like satellites, electric cars, volcanos and earthquakes."

"Titanic. The risk book. Alpha oil rig explosion.
Powerful stories.
Cyber attacks.
Drones, Flood Re.

Pool Re."

"I would like it to be interactive and welcoming for children."

"It definitely needs Lloyd's and everything it has. It also needs to reach out to the old Scottish Life Offices so it can tell the story of their links with the temperance movement and promotion of social change. It must not be just a London Market or even just a general insurance museum. There are also some fantastic stories around life insurance frauds in the late 19th century."

HEAD OF PROPOSITIONS AND INSIGHT

"I think this is fantastic, great to

get some of the stories from the

older generation and I'm sure the

Young brokers will support this."

CHIEF EXECUTIVE

AREA MANAGER

"Personally I'd love to see an exhibit at some point of the role of the industry in the space race."

"It would be good to have digital content, AR, then I might like it."

KID. 12 YRS

CHAIRMAN

"Great idea, not everyone would get it, but we should do it, I'll support it."

ARCHIVIST

"The story of insurance is so much

more interesting with everyone

of one company."

involved, rather than just the story

...=

"with hologram technology perhaps you could have the exhibits at centres all over the U.K"

> "Firemarks, Policy records of covers that were significant to history. Anything else that can support the history of Insurance, first computers, first marketing materials etc."

CEO

"Social Preovence, it's good for all of us to be reminded of this"

UNDER 35

"An earthquake zone would be cool"

"Tell the story of the first female broker" FS & I DIRECTOR

"Challenge to make people realise how 'interesting' it really is."

FORMER-AIRMIC PRESIDENT

"This is so exciting, this is one of the most exciting idea's. You have to feature something about 'Captives'."

CHIEF EXECUTIVE

"I think its so important that we capture the heritage stories that people have got to tell, it's a changing world and we don't want to lose our heritage; there are lovely anecdotal tales that we all hear."

"People just don't understand what they are buying."

"Will Smith's bungee jump"



CONCLUSION Valuing our heritage

CONCLUSION

FEASIBLE WITH YOUR SUPPORT

I believe that the Insurance Museum is an incredible initiative, a statement underpinned by the overwhelming and often passionate support for the IM proposition that we have received during this market consultation. This support has been received from all audience types, including young and old, graduates and c-suite.

The humble goals of education, sharing heritage stories, engaging minds with career opportunities, improving transparency between business and customers, reconnecting the market with its provenance of social good and promoting the global story of insurance... to name a few, are all of great value. This is a worthy initiative that the market can be extremely proud to support with the resources, expertise and finances that it has available. This is an opportunity to redress the sometimes negative public perception of insurance and the commonly held belief that insurance is 'boring' - when in fact the opposite is true.

Our investigation concludes that the IM is completely feasible:

- there is a valuable and engaging story to be shared
- there is overwhelmingly market support for the concept
- there are financial numbers modelled that work (with flexibility)
- there are venues in which the museum (phases) can be housed
- there would be significant visitor footfall
- there are numerous benefits to all, for the museum delivery
- there is a market which can afford to fund it.

The next steps in the delivery of the museum are:

- sourcing sponsors for the fundraising campaign
- completing the IM's independent charitable status
- successfully fundraising for the pop-up IM
- creating the pop-up museum and engaging with all audiences
- continuous consultation to support the long-term success of the IM.

Everyone can play their part in helping to deliver this IM legacy, you can:

- share the value messages of the IM
- sponsor the fundraising campaign and be actively involved in IM
- pledge your individual or your company's support for the museum

Once the IM is delivered, volunteers will be recruited to help support the museum.

A big thank you to all who have helped contribute their time, input and support to the Insurance Museum Initiative so far, especially to the CII for having the brave vision to support this feasibility exercise and those in the working group, who I have had the great pleasure to work with.

With the market's support the Insurance Museum is feasible and can be delivered. I'M IN, are you?

JONATHAN SQUIRRELL
INSURANCE MUSEUM INITIATIVE, PROJECT MANAGER,
DIRECTOR, OCEANBAREFOOT CONSULTANCY



Discovering what insurance enables

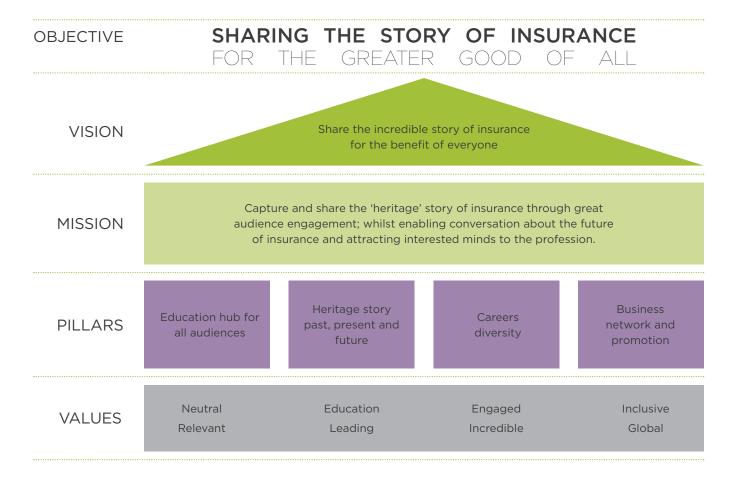


GOOD FOUNDATIONS

THE BUILDING BLOCKS OF THE MUSEUM

The Insurance Museum requires a clear vision and proposition, with values that help to guide its actions, including the definition of its charitable objectives.

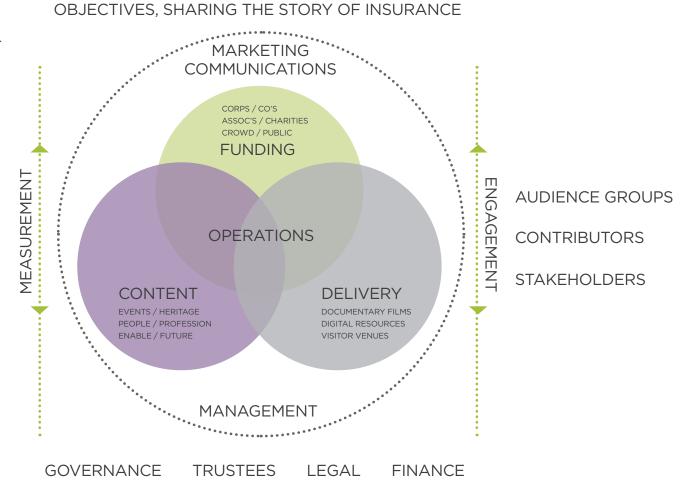
This value proposition will be developed further with a facilitated workshop and 'testing' with (diverse) representatives from the insurance market and the general public. This would be an ideal activity to be implemented in the 'pop-up' insurance museum or when the steering group is in place.



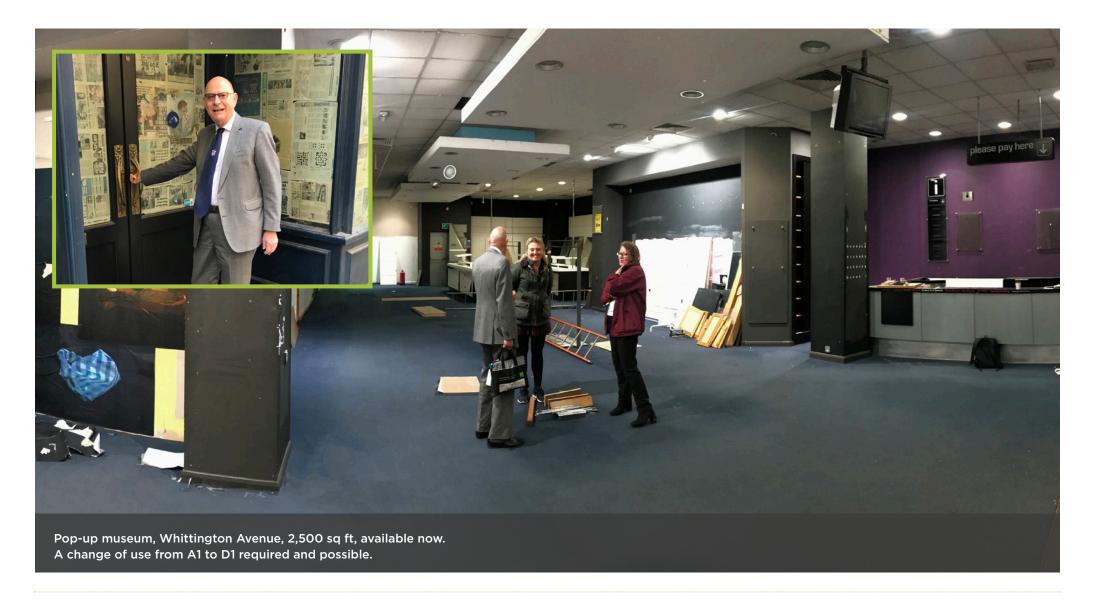
STRUCTURE

ACTIVITY

Diagram to show the key areas of management and production for the Insurance Museum set up and operation.



PHASE 1 POP-UP VENUE (INTERIOR)



DRAFT INTERIOR LAYOUT

Draft floor plan layout, showing the possible 'areas' within the pop-up museum.

- 1. Entrance
- 2. Coffee shop
- 3. IM Founders donor wall and reception
- 4. Display cases and screens
- 5. Exhibition
- 6. Flexible event hire space, with movable partition walls and exhibition content
- 7. Classroom area
- 8. Toilets and lockers
- 9. Operations room
- 10. Film studio and space for hire
- 11. Mini-cinema
- 12. Shop



EXAMPLE 'POP-UP' INSURANCE MUSEUM EXHIBIT

BRIAN SHARP'S MUSEUM

Insurance consultant Brian Sharp, has built an extraordinary 'fire insurance' themed museum collection at his home; an idea that we have discussed with Brian is to replicate his museum within the 'pop-up' museum space. This would provide a wonderful opportunity for diverse audience groups to hear Brian's personal knowledge and insights on his significant collection. A sponsor would be sourced to cover the costs of this museum exhibition, one of many that would be programmed throughout the year by the Insurance Museum's management team.



Note.

Other sponsored exhibits could include... cyber, marine, space, aviation, careers, actuarial, claims, heists, remembrance, women in insurance, people stories, climate change, Lloyd's, coffee shops, Life and Pensions, motor, art-theft, celebrities innovation, global catastrophes, careers... and more.

"If you build a museum, I can fill it easily"

Brian Sharn









EXTENDED BENEFIT

1. Capture the insurance heritage story before more is lost

- stretching back hundreds and even thousands of years; valuable information, stories, experiences and knowledge, some of which is relatively recent is being lost or made more difficult to access, as time goes by and people pass away.
- the Insurance Museum, provides a focus for gathering and curating relevant and valuable content that
 contributes to the heritage story of insurance, be that through digitisation of information and artefacts
 online, the physical display of artefacts (which are disappearing from corporate and private collections) and
 information or the video capture of peoples' stories, experiences and knowledge.

2. Education for all

- insurance has an impact on all walks of life, with opportunities to support all manner of educational interests
 and requirements, be that mathematics, history, culture, society, business, data, legal, computing, engineering
 and more. Resources can support academic studies at all levels from primary through college to University and
 academic specialisations.
- museum activities and events will help to further engage and educate audiences.
- the venue can provide opportunity for further education and network sharing.

3. Community engagement

- throughout the programme delivery there will be opportunity for community engagement, from local schools, to regional volunteers as we gather, capture and curate information and input of valuable insurance heritage story content and how it is best shared and delivered.
- 4. Build public engagement, awareness, confidence and trust in the profession
 - explain the insurance profession's rich heritage and evolution, its training, the complexities of risk and how it is managed, examples of claims, stories of the people involved and the impact that they and events have had on insurance and our lives
 - building awareness for shared values within the industry, for example the CII.

5. Recruitment and careers awareness

awareness of the broad skill sets in the industry (from legal training to being a trained vet), the scope of
opportunity, the complexities of risk, the future of the sector, its structure and the world of insurance.

6. Reconnecting the industry profession with it's origins

- an opportunity not only for the industry to discover its provenance, its 'shared' reason for being, but also to understand how it has innovated and grown as an industry.

7. Promoting the insurance industry / profession

- the 'high quality', delivery of the insurance heritage story, in documentary film, digital resource and the 'best practice' incredible visitor venue experience will provide a wonderful opportunity to promote the industry to the public and professionals alike, including international audiences.
- 8. Fulfilling aspects of corporate social responsibility for investors
 - delivering on education, community, heritage, recruitment; there is much to support the CSR agendas of those companies that pledge their support and investment for the Insurance Museum, as well as there being much for them to 'talk' about.
- 9. Delivering the 'value' of insurance heritage to the benefit of all
 - a neutral, valuable delivery, w hilstprotecting the insurance heritage and supporting artefacts and information for future generations to enjoy.
- 10. An Insurance Museum template, that can be exported (promoting the UK and London markets)
 - insurance is a global industry and profession, other geographic locations in the world may provide the opportunity for sharing the incredible story of insurance 'experience' locally, for example in the USA.
 - emerging markets could benefit from learning about the sector and what it helps to enable

11. A forum for the future

- discussing trending topics and leading debate, including; social good, insurance for developing countries,
 climate change, health, data, tech, personalisation, responsible insurance and more.
- 12. Some corporates may be able to save on storage for their own artefacts by exhibiting them in the Museum
 - saving money on storage
 - sharing their heritage value for everyone's benefit.



FUNDRAISING DATABASE

DATABASE TIERS AND CRM

Our approach to the corporate companies will be a mixture of meetings and hosting of events to efficiently share the Insurance Museum proposition to larger audiences, gain their 'commitment of support - I'M IN' to enable the follow up for the donation of financial support.

We have built up a tiered corporate database for the fundraising campaign activity and also a CRM to keep track of the growing contacts. The database is accessible through Google Docs and the CRM through Hubspot.

The database, which is still being added to includes:

Brokers, Underwriters, Insurers, ReInsurers and Legal, this will spread out to include Actuaries, Loss Adjusters, Risk Managers and more. The current database allows us to pursue a Phase 1 campaign for fundraising with companies identified in the above sectors with significant turnover, we have identified an initial Tier 1 list of 252 companies, based on significant turnover values, consisting of Brokers, Re-Insurance / Insurance, Underwriters and Legal firms - so far.



FUNDRAISING

REVENUE INCOME

Further to the fundraising 'landscape', once the IM has established the pop-up venue there are many additional opportunities for income to develop, including:

- corporate sponsorship of events and 'elements' of the museum, for example:
 - a 'Lloyd's coffee shop'
 - corporate sponsored exhibitions
 - sponsored naming rights, the 'XXXX' Insurance Museum
 - venue hire for corporate events, talks and meetings (we have had quite a lot of interest in the option to hire the venue for corporate events already, this would also be good for CSR)
- retail, coffee and online sales
- coffee shop income
- walk-in donations
- online and print advertising and sponsorhip
- film distribution revenue
- fundraising initiatives within the community, for example, promotions in local restaurants for contributions to the museum charity
- ticketed entry exhibitions.

It was suggested by a corporate supporter for the Museum that it would be good to offer 'venue' credits as part of the pledged tier rewards programme. They also said that they would be able to commit to at least 4 bookings per year. A legal firm also asked if they could reserve the IM IN 'pop-up venue' for their book launch in early 2020.

Recurring commer

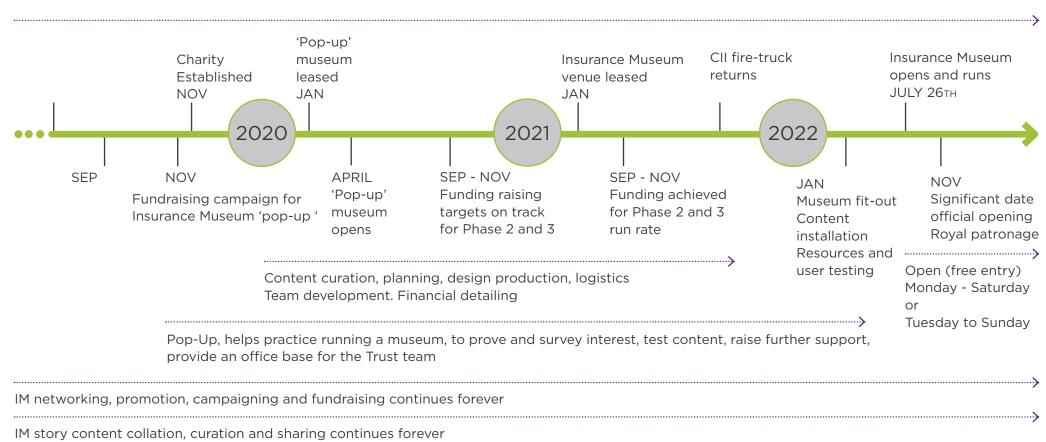
"There is a lack of good corporate venues in the city, the IM would be a great venue to hire because of its insurance theme and also supporting CSR"



PHASES 2 & 3 PERMANENT VENUE - TIME-LINE

PERMANENT VENUE DELIVERY - TARGET TIME-LINE

Planning, preparation, production - time-lines flexible due to dependencies of property availability and fundraising targets



COMMUNICATIONS CAMPAIGN TO ACCESS THE MARKET

BRAND COMMUNICATIONS









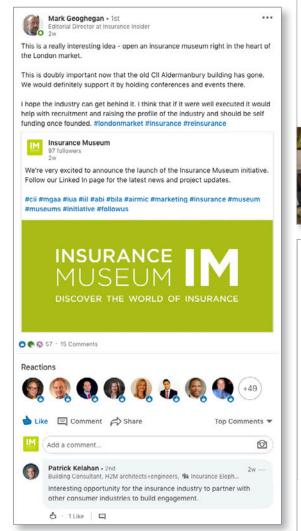


Banners Press

A selection of IM IN Communications

BUILDING SOCIAL MEDIA SUPPORT

SOCIAL MEDIA BUILD









exhibits to help everyone discover the world of insurance. There will also be a documentary series and an app.

I'm proud to work in insurance and cannot think of a better opportunity to build awareness and trust in our industry. We need to share our stories to attract new talent and make insurance a career choice - not just an accident or the back-up

I'm IN, are you?

Reactions





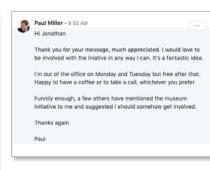


















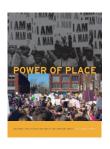
REFERENCE

BOOKS

During our research, we have referred to numerous books and publications, visited various exhibitions, met and talked with a number of museums sector professionals and of course visited countless websites, Below are an example selection of books and publications.



















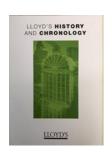


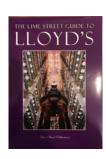














OTHER INSURANCE MUSEUMS

CHINA - AND OTHER INSURANCE MUSEUMS FOUND GLOBALLY

The only reference we have found to a 'serious' insurance museum approach is in Ningbo, China, though finding information about its content is difficult online. In the planning for the permanent visitor venue, a research trip to the museum may be of value.

"In 2019, Ningbo will make great efforts to build itself as a city with the best insurance policies, the best insurance innovation atmosphere, the best insurance market environment and the clustering of insurance talents. As a new highland for insurance innovation, Ningbo will explore the new road for the provincial and national government-insurance cooperation and insurance innovation demonstration. The China Insurance Museum was officially put into use, serving as a new landmark for the domestic insurance culture, the front field for insurance."



Poland



Spain



Italy





IM IN

CONTACT INFO

For further information please contact:

Project Manager: Jonathan Squirrell

Email: jon@insurancemuseum.uk

Mob: 07970 898484

Chairman: Reg Brown

Email: reg@insurancemuseum.uk

Website: www.insurancemuseum.uk

Facebook: https://www.facebook.com/insurancemuseum/

Twitter: https://twitter.com/InsuranceMuseum

Linked In: https://www.linkedin.com/company/insurancemuseum/

Postal address: Insurance Museum Initiative

C/o Chartered Insurance Institute

1st floor

21 Lombard St

London

EC3V 9AH

United Kingdom



INSURANCE MUSEUM

DISCOVER THE WORLD OF INSURANCE

VALUING OUR HERITAGE &

SHARING THE STORY OF INSURANCE

FOR THE GREATER GOOD OF ALL

www.insurancemuseum.uk