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Kia mau ki tena, Kai mau ki te kawau maro

Hold fast to that, hold fast to the swoop of the cormorant (kawau)

Ko Tainui te waka
Ko Pirongia te maunga
Ko Waipa te awa
Ko Ngāti Maniapoto rāua
Ko Ngapuhi hoki nga iwi
Ko Ngāti Apakura te hapū
Ko Pūrekireki te marae
Ko Michael Frawley ahau

I am a dynamic, inspiring, and visionary kaihautu/leader with extensive governance, restructuring, cultural change and strategic experience gained in Europe and Aotearoa New Zealand over several decades. I use these skills to help organisations overcome their governmental, structural, cultural, and reputational challenges so that they can achieve their full potential.

My skill set includes:

- The ability to analyse complex situations, cutting through the legal, financial and other complexities, to identify and implement simple solutions to improve an organisation's focus, performance and culture.
- A good antenna for identifying and minimising risk
- Leading and managing very large and complex organisations.
- The ability to work with a wide range of stakeholders including, local and central government, the Office of the Auditor General, Ministry for Culture and Heritage, Department of Internal Affairs, Office of Treaty Settlements, local boards, Iwi, funders, sponsors, and other public institutions in Aotearoa and globally.
- Driving cultural change, innovation, creativity and performance at the highest level.
- Sensitive and empathetic approach to the development of bi-cultural initiatives that embody the principles of the Te Tiriti o Waitangi and recognises the importance and benefits of tangata whenua and tangata Tiriti working together in partnership for a sustainable future.
- Crisis management (e.g., the COVID-19 pandemic, 911 and the London Bombings).

CURRENT ROLE

MUSEUM OF TRANSPORT AND TECHNOLOGY (MOTAT) [www.motat.org.nz]

I was appointed the Director and Chief Executive of MOTAT in 2013 to help it resolve the significant strategic, cultural and reputational challenges it was facing. MOTAT which attracts circa 290,000 visitors per annum (pre COVID), has a turnover of over \$22 million, 116 full time equivalents and circa 185 volunteers and is the third largest museum in New Zealand, after Te Papa and the Auckland War Memorial Museum.

I am also one of the five directors that represents New Zealand on the Council of Australasian Museum Directors.

I have advised the MOTAT Board that I intend to step down as MOTAT's Director and Chief Executive at the end of June 2023 and it has agreed in principle to retain me as an advisor for 18 months on a flexible basis to help with the transition in leadership.

- **Museum Director/Chief Executive – February 2013 to Present**

Responsibilities:

- Developed, implemented and refined a new Vision, Strategy, Values and structure to meet the late Dame Cheryll Sotheran's challenge to find the MOTAT's "true north" and to develop a strategy that transformed the Museum from being a "collection of things" to a "light bulb institution that was Vision based, visitor focused and had a transformative effect on its community
- Undertook a complete review of MOTAT's systems, policies and procedures, including the Board Charter, financial monitoring and reporting, Health & Safety, Collection Care and development.
- Improved MOTAT's budgeting and financial and risk reporting processes so the Board and stakeholders had a clear view of the Museum's financial position and risks.
- Oversaw the development and implementation of a Masterplan Plan with the late Sir Ian Athfield and the development of an Asset Management Plan for the maintenance, upgrading and replacement of the Museum's buildings and infrastructure.
- Liaising with local and central government in relation to the funding and other requirements of the museum including the funding of the Athfield Masterplan and its associated projects (e.g., the renewal of key buildings and the development of a new car park at the Museum's Motions Road site).
- Rebuilding and monitoring employee engagement (i.e., which increased from 53% to 79%) and volunteer engagement (i.e., which increased from 57% to 84%).
- Facilitating the development of STEAM (Science, Technology, Engineering, Arts and Maths) experiences in line with MOTAT's Vision and the whakatauki 'Kia whakatōmuri te haere whakamua'.
- Promoting and facilitating the use of te reo, mātauranga, tikanga and te ao Māori at MOTAT and providing Te Tiriti o Waitangi Workshops to the MOTAT Team (employees and volunteers) and the Board.
- Developing a safe environment, where the MOTAT Team can be their authentic selves from a cultural, gender and religious perspective.
- Ensuring that the operations of MOTAT's trams and trains complied with the requirements of the New Zealand Transport Act, Railways Act 2005 and related legislation.
- Awards:
 - **Westpac Business Awards:** Best of the Best in Marketing Award (2018), Excellence in Marketing Award (Auckland Central) [2017], Finalist: Excellence In Strategy & Planning [2014, 2015, 2017 and 2019], Employer of the Year [2017], Excellence In Marketing [2014 and 2015], Excellence in Community Contribution [2022]
 - **Museums Aotearoa/Service IQ Awards:** Exhibition Excellence Award – Science [2019], Social History [2018] and Most Innovative Use of Te Reo Māori [2015]. Finalist Excellence in Public Programme [2018 and 2019], Exhibition Excellence - Science & Technology [2017], Most Innovative use of Te Reo Māori [2017 and 2019], Most Innovative Education Programme [2019] and Project Excellence [2019]
 - **YWCA Equal Pay Awards:** Finalist: Community Award [2019]
 - **Te Mētara Moerua Nātanhira Award:** which recognises individuals who accomplish unity for the greater good of Ngāti Maniapoto [2022]

PREVIOUS ROLES [1990 to 20013]:

MUSEUMS AOTEAROA [www.motat.nz]

Museums Aotearoa, Te Tari o Ngā Whare Taonga o Te Motu, is the independent professional association for New Zealand's museums and galleries and those who work for them.

- **Board Member** – May 2019 to March 2021

MAKO NETWORKS

Mako Networks is a specialist network management company specializing in small site security, health record access and Payment Card Industry Data Security Standard (PCI DSS) compliance solutions. The company assists businesses around the world to secure their networks and provide the capabilities needed to better manage their network connections.

- **Non-Executive Director** - December 2011 to December 2013

Engaged by the shareholders of Mako to ensure that there was an independent assessment of the shareholder board members analysis and decisions and to assist the company with its proposed floatation. The proposed floatation did not proceed, and the process highlighted several anomalies in the company's accounts which made me uncomfortable, so I resigned.

TAYLOR WESSING [www.taylorwessing.com]

Taylor Wessing is an international law firm specialising in financial services, technology, life sciences, intellectual property, healthcare, real estate, infrastructure and energy.

When I stepped down as the Chair of the International Management Board and the Managing Partner of the UK Office at the end of 2009 the firm was the 15th, 8th and 10th largest law firm by turnover (i.e. £185m [NZ\$370m]) in the UK, France and Germany respectively [source The Lawyer, The Times, Juve and Jurismag] and it had over 280 partners and 1325 employees based in five countries (i.e. the UK (London and Cambridge), Germany (Munich, Frankfurt, Dusseldorf, Berlin and Hamburg), France (Paris), Belgium, China (Shanghai and Beijing) and Dubai).

- **Consultant** – January 2010 to May 2011
- **Chair of International Management Board, Managing Partner UK Office, Member of Remuneration Committee** - 2004 to 2009
- **Head of Litigation and UK Management Board Member** - 2002 to 2004
- **Head of the Restructuring & Corporate Recovery, Head of Banking Litigation Groups, Head of Credit Control** - 1992 to 2004
- **Senior Associate Restructuring & Corporate Recovery and Banking Litigation Groups** – 1990 to 1992

Responsibilities:

- Developed and implemented the combined firm's strategy and associated structures and oversaw a change in the combined firm's culture which resulted in it going from being a mid-ranked national firm in each jurisdiction to a recognised international law firm.
- Oversaw the integration and expansion of the merged firm (i.e., Taylor Joynson Garrett in the UK, Wessing in Germany and DeSenilhes & Associates in France) and monitored its performance at the national and international level. This included the review and alignment of the combined firm's structures, financial and IT systems (see below), policies and procedures.
- Chaired the International Management Board that was responsible for the setting of the firm's strategic, financial, client objectives at the international level and cultural integration.
- Member of the firm's Remuneration Committee which set the partners and associates remuneration and reviewed the associated key performance indicators on an annual basis.
- Oversaw the selection and installation of a new Practice Management System which centralised the combined firm's financial, client, legal knowledge and precedent information. This system was key to the firm's integration and the development of its core clients. It also reduced

operational risk (i.e., by upgrading the firm's money laundering, compliance and conflict systems and processes).

- Reviewed and improved the firm's governance at the national and international level.
- Worked with the firm's business development team to improve the firm's profile.
- Oversaw the UK firm's move to a new and larger building without any material impact on profitability.
- Undertook two cost reviews, which reduced the firm's operating costs by £4m.
- Assisted the French part of the firm with the departure of their managing partner and a few other fee earners and dealing with the associated publicity and litigation.

Achievements:

- The firm's turnover increased from £127m (NZ\$254m) to £185.4m (NZ\$370m) and its profit per equity partner (PEP) went from £210k (NZ\$420k) to £457k (NZ\$914k).
- Improved focus on the firm's core strengths and key clients within and across the jurisdictions it operated in.
- The firm became one of the first law firms to obtain the Carbon Neutrality ISO 14001.
- Improved governance and adherence to the firm's value, policies and procedures.
- Developed the Taylor Wessing Photographic Portrait Prize in collaboration with the National Portrait Gallery in London which continues today.
- Established the firm's reputation in the restructuring and banking litigation fields at the national and international level.

PERSONAL DETAILS:

Address: 14A Rangitira Avenue, Takapuna, Auckland 0662, New Zealand

Nationality: New Zealand [Māori descent: Iwi: Ngāti Maniapoto (Hapū: Ngāti Apakura) Ngāpūhi (Hapu: Ngāti Pākāu)] and United Kingdom

QUALIFICATIONS/COURSES:

Harvard Professional Service Course, Harvard University, United States (2003)

Master of Law (LLM) University of Otago, New Zealand (1984 to 1985)

Bachelor of Law (LLB) University of Otago, New Zealand (1980 to 1984)

REFERENCES: References can be supplied on request