

# BLAKE REPINE

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## CAREER PROFILE

Results-focused, transformative leader with expertise across corporate strategy and governance, stakeholder engagement, change management and project leadership across the public and private sector, both locally and internationally. Skilled at forging key partnerships to achieve strategic organisational objectives and drive revenue growth, while delivering quality services to the region and its community. Instrumental in driving continual policy and process improvement, enhancing organisational reputation and standing, and influencing diverse stakeholders to implement mutually beneficial solutions. Talented negotiator, trainer and presenter, applying well-tuned political sensitivity, cultural awareness and a practical approach to leadership.

## KEY SKILLS

- **World-class public sector management** – possesses a strong understanding of the political, legal and socio-economic context in which governments and corporations operate. Knowledgeable in governance processes, policy development and execution, and Government requirements and best practices.
- **Exceptional communication skills** – articulate and impartial communicator, specialising in Board-level communications, business case presentation and people mentorship. Able to manage complex and competing needs, operating effectively in challenging environments and upholding brand integrity.
- **Motivates multidisciplinary teams** – leads and instils a cohesive organisational vision through performance discussions, clear feedback and timely issue resolution. Fosters a supportive and transparent workplace culture of knowledge sharing, accountability, collaboration and continual professional development.
- **Astute stakeholder engagement** – builds and maintains positive, productive relationships with internal and external stakeholders to include government ministers, commercial enterprises and NGOs, engendering confidence and trust. Create and plan for change across a range of vital key projects and initiatives.
- **Customer-oriented decision-making** – listens to the customer voice with a responsiveness and commitment to improving community services and empowering people. Understands the political and social consequences of all decision-making, and able to manage upwards, delegate and work autonomously.
- **Drives change and continual improvement** – a solutions-focused, creative thinker who initiates and champions change and encourages innovation and sustainability. Develops complex and multi-phased project plans to influence key people and enhance HR, operational, finance and procurement systems.
- **People-focused Thought Leader** – facilitates leadership development programs and hosts the 'Strategy, Leadership and Impact' podcast, as well as delivering presentations as a conference speaker on the subject of organisational culture and change. Applies a value system of inclusivity, integrity and respect.

## CAREER SUMMARY

DATES	POSITION	ORGANISATION
2019 to Present	Director of Corporate Services/ Deputy Local Disaster Coordinator	Barcoo Shire Council
2018 to 2019	Chief Operating Officer	Menzies School of Health Research
2017 to 2018	Associate Vice-Chancellor (Central Highlands Region)/ Associate Director, Financial Planning	CQUniversity

DATES	POSITION	ORGANISATION
2013 to 2017	Director	Decisive Business Solutions Pty Ltd
2014 to 2015	Practice Manager	Evans Edwards & Associates Pty Ltd
2012 to 2013	Director, HR Personnel Processing and Transition Centre	US Army

## EMPLOYMENT HISTORY

### Director of Corporate Services, Barcoo Shire Council

**Jul 2019 to Present**

The Shire of Barcoo is a remote and rural local government area in Central West Queensland, incorporating the towns of Jundah, Windorah and Stonehenge and comprising a population of 460 people in an area of 61,000km<sup>2</sup>.

#### Responsibilities

- Provide vital leadership in the preparation of the Council's Operational Plan in line with the Project Decision Program and associated requirements, driving strategic planning and policy development within the Directorate's areas of responsibility and engaging and influencing impacted stakeholders.
- Develop and maintain the Long-Term Financial Plan and lead the ongoing review of the long-term sustainability of the Council's financial and business capacities.
- Prepare the Council's Annual Report and management reporting, budgets, financial statements and the monitoring of the Council's performance to budgets, advising the CEO of significant variations.
- Lead, implement and review efficient and compliant procurement, customer service, record management and contract management frameworks, policies and processes.
- Establish integrated business systems to support effective operations and service provision across the organisation, including the Internal Audit Function and the Corporate Risk Management System.

#### Achievements

- Addressed and resolved a range of critical foundational issues, establishing a range of human resources and performance processes, policies and procedures. Effectively developed, monitored and reviewed performance indicators and quality assurance processes, ensuring professionalism and accuracy of work.
- Digitalised the payroll process and implemented a workable procurement process, transitioning to a Cloud-based system. Ensured security and continuity for maximum productivity to meet corporate objectives.
- Introduced professional development programs to the organisation, providing clarification of role levels and a clearly defined vision regarding succession planning. Increased employee retention, satisfaction and motivation, and cultivated a cohesive, communicative and forward-thinking team environment.
- Improved staff accountability and transparency through performance reviews, clear guidelines and KPIs.
- Maximised the acquisition of new funding and grant support by identifying new opportunities and coordinating the timely preparation of applications and submissions.

### Chief Operating Officer, Menzies School of Health Research

**Oct 2018 to Jul 2019**

The Menzies School of Health Research is an independent medical and research institute based in Darwin, Northern Territory, and a national leader in health, education and research training. Menzies has been a specialist in indigenous and tropical health research for more than 30 years.

## **Responsibilities**

- Held responsibility for all strategic and operational activities, including functional oversight of Finance, Marketing and Communications, Human Resources, Operations, Research Administration, Information Technology, Legal and Commercial, Governance and Risk Management, reporting to the Board.
- Managed a portfolio to the value of \$130M (\$40M budget, \$60M assets and \$30M in investments), with a financial delegation of \$250K and 250 FTE, serving business locations in 20 countries worldwide.
- Oversaw and proactively led the internal audit function and facilitated the Risk and Audit Committee.
- Instrumental in the development of corporate policies and the implementation and ensuring of appropriate standards of governance for improved organisational capability, performance and compliance.
- Built and sustained effective professional relationships with research partners, national and international funding agencies, as part of a robust communications and stakeholder engagement strategy.

## **Achievements**

- Led the new office set-up in East Timor, involving complex operations in a challenging environment and the building of trust with local Ministers and Senior Executives. Focused on delivering quality service and building capacity, while maintaining cost-effectiveness and maintaining cultural sensitivity and awareness.
- Introduced a Leadership Development Program for all Senior Managers focused on identifying and maintaining a cohesive vision, winning trust and taking a proactive approach to conflict resolution.
- Implemented TechnologyOne Ci Anywhere software and the Aurion payroll system, updating and automating financial processes and payroll through a Cloud-based system for increased efficiencies. Subsequently restructured staff roles in the finance area for enhanced, re-purposed capacity and value creation.
- Promoted the principles and practices of equity, diversity and inclusivity, driving the ongoing development of a professional and achievement-focused workforce and organisational culture. Involved the facilitating of direct communication and facilitating the challenging conversations that lead to business improvement.

## **Associate Vice-Chancellor (Central Highlands Region)/ Associate Director, Financial Planning, CQUniversity Jan 2017 to Oct 2018**

CQUniversity is ranked among the world's best universities according to Times Higher Education and Quacquarelli Symonds (QS) rankings, with campuses across 5 states of Australia and in more than 20 locations.

## **Responsibilities**

- Led and integrated all operations and growth initiatives for Queensland's Central Highlands and Central West region of CQUniversity, as well as the Emerald campus. Responsible for approximately 1,000 students and 50 FTE across both Vocational Education and Training (VET) and Higher Education programs.
- Responsible for a \$220 million portfolio that included Procurement, Commercialization, Risk Management, Publishing and Business Cases over \$1 million, with a financial delegation of \$100K.
- Provided high-level support to the Deputy Vice-Chancellor (Finance and Planning) and relevant Senior Executives, including project management, analytical, advisory and representative support across a range of strategic and operational matters.
- Developed commercialisation and relationship building activities for the University, working constructively with internal and external stakeholders, industry partners and venture capitalists.
- Assisted with the University's strategic and operational planning, ensuring the meeting of statutory and regulatory requirements. Executed specialist research and investigations to properly inform strategy development, business cases, planning, proposals and briefing papers.
- Worked to strengthen and expand connections across the University in Higher Education, Vocational Education, International and Services, Student Experience and Governance.

## **Achievements**

- Cultivated partnerships to develop opportunities for the University locally and internationally, finding innovative ways to engage communities and industries in the Central Highlands region and for the whole University nationally. Applied the University's 'Daring to be Different' strategy, principle and approach.
- Leveraged and strengthened existing relationships to forge new alliances with local, state and federal government and commercial enterprises. Met with Government Ministers and represented the University in the presentation of business cases to attain vital funding, support and commitment for University projects.
- Boosted the University's reputation by developing worldwide partnerships, commercial funding and investments that attracted researchers through key projects such as the Data Muster project, while also advocating for the needs, resources and vital opportunities for the region.

## **Director, Decisive Business Solutions Pty Ltd**

**Jan 2013 to Jul 2017**

Decisive Business Solutions is a consulting firm specialising in working with small to medium sized businesses to improve their operational efficiency, develop and implement strategic and operational plans, implement sound policies and processes, and improve financial sustainability.

## **Responsibilities**

- Held responsibility for strategic development to drive business improvement for diverse clients across varied industries and regions. Led multiple projects with competing priorities, scheduling and resources.
- Established business processes to facilitate growth and developed innovative and contemporary solutions to improve operational efficiency, effectiveness and overall financial position.
- Identified new, contemporary and critical opportunities for clients in the interests of business diversification and expansion locally, nationally and internationally.

## **Achievements**

- Increased a key client's net profit by 54% by identifying a previously untapped revenue stream and bringing it to market, putting forward-thinking ideas into action that empowered people and put customers first.
- Significantly reduced risk and provided more structured governance for a client, through the development and implementation of enhanced HR management systems and policies.

## **Practice Manager, Evans Edwards & Associates Pty Ltd**

**Apr 2014 to Oct 2015**

Evans Edwards and Associates is a personal and professional advisory service in Rockhampton, Capricorn Coast and Central Highlands regions, with lines of business in accounting, bookkeeping and related auditing services.

## **Responsibilities**

- Executed monthly reporting to the Board on key areas of responsibility including strategy, financial management, HR, IT, operations, internal systems, insurance, risk management and marketing.
- Held P&L accountability for \$4 million and a workforce of 50 FTE, based in 4 locations across Queensland.
- Served as a key member of the Executive Leadership Team, enacting decisions regarding new business development, operational issues, and critical corporate planning shaping the direction of the business.

## **Achievements**

- Revitalised existing operations by strategically reviewing procedures that were negatively impacting business revenue. Spearheaded expansion initiatives and generated new opportunities, focused on leading the organisation into its next phase of accelerated growth.
- Developed and mentored emerging leaders through the creation and facilitation of 'Leaders Lunches', a 6-month leadership development program for Supervisors, Managers and Principals.

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- Grew the team's KPI achievement from 5% to 95% through the digitisation of work processes, implementation of Cloud-based systems and subsequent improved workflow.
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## EDUCATION

**Doctor of Business Administration (DBA) (Strategic Development)**, Liberty University (Ongoing)

**Master of Business Administration (MBA)**, Norwich University, USA

**Master of Arts (Management and Leadership)**, Liberty University

**Disruptive Strategy with Christensen Clayton Certificate**, Harvard Business School HBX

**Bachelor of Science in Multidisciplinary Studies (Majors: Business Administration and Communication)**, Liberty University

**Certificate IV Training and Assessment**, College for Law, Education and Training, Australia

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## PROFESSIONAL DEVELOPMENT

- Multiple Leadership Development Courses – US Army
  - Operations Management – US Army
  - Composite Risk Management Course – US Army
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## CERTIFICATIONS / TRAINING

- Recreation Pilot's License (CASA)
  - Recreation Pilot's Certificate (RA AUS)
  - CASA Aviation Security Identification Card
  - Australian Weightlifting Federation (AWF) Licensed Level 3; National Sports Power Coach
  - Queensland Weightlifting Association Certified State Referee
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## ADDITIONAL EXPERIENCE

- Chief, Fire Direction Control Centres, US Army, 2010-2012
  - Regional Manager – Information Operations, US Army, 2008-2010
  - Lead Instructor/Recruiter, US Army, 2005-2008
  - Multiple Roles, US Army, 1994-2005
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## PRESENTATIONS / KEYNOTES

- Host – Strategy, Leadership & Impact Podcast
- Presenter, 'Leadership and Building a Positive Organisational Culture', 2019 Australian Human Resources Institute (AHRI) Northern Territory State Conference, Darwin, NT, Jun 2019

- Presenter, 'Innovation: Universities and the Future of Tertiary Education', Central Highlands Development Corporation's Industry & Innovation Forum, Jul 2018
  - Presenter, 'Ted Talks and Other Difficult Conversations', CQUniversity Senior Leaders Conference, Oct 2017
  - TED Talk Presenter, 'Stop Acting Like an Adult and Start Thinking Like a Five-Year-Old', TEDx Rockhampton, Jul 2017
  - MC/ Panel Member, 'Post Cyclone Marcia and its Impact on Local Businesses' Panel Discussion, Australian Institute of Company Directors, Yeppoon, QLD, 2015
  - Presented, 'What's Your End Game?', Australian Institute of Company Directors, Rockhampton, QLD, 2014
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## BOARD AND COMMITTEE EXPERIENCE

- Non-Executive Director/ Chair of the Finance Committee/ Member of the Safety and Quality Committee, Central West Hospital and Health Service (CWHHS) Board, 2018-Present
  - Committee Member, BHP Queensland Local Buying Foundation Advisory Committee, 2017-2018
  - Non-Executive Director/Member of the Finance, Risk and Audit Committee, Central Highlands Regional Resource Use Planning Cooperative Limited (CHRRUP), 2017-2018
  - Committee Chair, Accounting, Finance, Economics, Business Law and Property Advisory Committee for CQUniversity: School of Business and Law, 2015-2017
  - Committee Member, Capricorn LaunchPad, 2014-2015
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## PROFESSIONAL MEMBERSHIPS

- Fellow (FIML), Institute of Managers and Leaders Australia and New Zealand (Formerly the Australian Institute of Management – AIM), 2019-Present
  - Member (MAICD), Australian Institute of Company Directors (AICD), 2014-Present (Completed the Company Director's Course – Awaiting results)
  - Certified Professional Member (CAHRI), Australian Human Resources Institute (AHRI), 2016-Present
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## VOLUNTEER ACTIVITIES

- Volunteer, State Emergency Services (SES), Queensland Fire and Emergency Services
  - Volunteer Firefighter, Rural Fire Service, Queensland Fire and Emergency Services
  - Volunteer Ambulance Driver, Queensland Ambulance Service (QAS)
  - President, Jundah State School P&C
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## REFERENCES

Jane Williams, Chair of the Central West Hospital & Health Service Board	0427 756 080 <a href="mailto:jane.williams@health.qld.gov.au">jane.williams@health.qld.gov.au</a>
Narelle Pearse, Deputy Vice-Chancellor (Finance & Planning), CQUniversity	0418 773 173 <a href="mailto:n.pearse@cqu.edu.au">n.pearse@cqu.edu.au</a>