



REEFTO

Policy & Advocacy Manager

Great Barrier Reef Traditional Owner
Taskforce



Information Pack for Applicants

Policy & Advocacy Manager

Join a Traditional Owner-led initiative driving systems change towards an empowered future for Healthy Reef and Healthy People!

Employment Type	Full-time
Location	Flexible – preference for Queensland within the Reef catchment. <i>Travel will be required for meetings & events</i>
Tenure Period	Fixed term until 30 March 2028
Salary	\$115,000-\$125,000 + super, (negotiable, depending on experience)
Direct Reports	Nil currently

To perform this role, it is essential that the person is an Aboriginal or Torres Strait Islander person. It is therefore a genuine occupational requirement under section 25 of the Anti-Discrimination Act 1991. Applications will only be considered from Aboriginal and/or Torres Strait Islander people with a strong preference for suitably qualified and experience Reef Traditional Owners.

About ReefTO

The Great Barrier Reef Traditional Owner Taskforce (ReefTO) is a Traditional Owner-led, grassroots initiative that honours the decades of work by Elders to assert their cultural authority and rights to sea country and to drive genuine partnerships across the Reef. In doing so, ReefTO aims to achieve Traditional Owners' aspirations for the health, management and protection of the Reef and interconnecting Country.

We are guided by the [Reef 2050 Traditional Owner Implementation Plan](#) (TO Implementation Plan) – the first of its kind, developed by mob, for mob. A living document launched in November 2022, the TO Implementation Plan brings together actions from across the [Reef 2050 Long-Term Sustainability Plan](#) into a cohesive framework for implementation. It outlines six critical work areas – climate change, land & coast, sea country, partnerships and capacity, knowledge systems and investment.

The ReefTO Taskforce

Establishment of the ReefTO Taskforce is a key recommendation in the TO Implementation Plan. Operational since July 2024, the ReefTO Taskforce is responsible for overseeing delivery of the TO Implementation Plan. ReefTO has three key objectives over the next 2-3 years:

1. Engaging with Traditional Owners on **options for a Sea Country Alliance** (Reef-wide and regionally) and implementing the preferred option.
2. Overseeing the **delivery of strategic policy and capacity building actions** in the TO Implementation Plan while a Sea Country Alliance is being established.
3. **Monitoring and reporting on the delivery of Traditional Owner actions** in the TO Implementation Plan, including actions delivered by ReefTO and by other agencies.

In taking carriage of, and driving the actions in the TO Implementation Plan, ReefTO will amplify Reef Traditional Owner voices, elevate Reef Traditional Owner priorities and enhance Reef Traditional Owner participation and leadership in Reef governance, management and decision-making. In carrying out its functions, ReefTO will always be guided by, and act in the best interests of, Traditional Owners across the Reef.

ReefTO is hosted by Pollination Foundation until 30 June 2026 or until such time as a Sea Country Alliance (or similar) is established. As the Host Organisation, Pollination Foundation provides a range of corporate services and enabling conditions that support ReefTO in the interim.

About the Team

The ReefTO Coordination Unit supports the ReefTO Taskforce in achieving its three key objectives. The Coordination Unit is led by a General Manager who works closely with the Taskforce Members and Co-Chairs, as well as with Pollination Foundation staff (as the Host Organisation), and ReefTO external partners.

As the Coordination Unit team grows, there is genuine excitement and optimism about how the work of ReefTO (and the future Sea Country Alliance) can play a part in bringing two cultures and knowledge systems together to build genuine partnership, drive systems-level change and support Traditional Owners in realising their aspirations for co-governance, co-decision-making and new Traditional Owner-led approaches to managing the Reef.

About the Role

We have an exciting opportunity for a Policy & Advocacy Manager to join ReefTO in this early phase to help drive transformational systems change for Reef Traditional Owners!

The Policy & Advocacy Manager will report to the Director, Programs & Engagement. You will be responsible for leading an important body of work to facilitate outcomes on behalf of Reef Traditional Owners to improve and expand critical programs in the Sea Country space – the TUMRA, IPA and Ranger programs. There is a diverse set of engagement, policy and advocacy elements to this role.

Key Responsibilities

You'll deep-dive into opportunities to expand and improve programs that Reef Traditional Owners have said are important: the TUMRA, IPA and Ranger programs. This means: gathering data from the responsible agencies, listening to what Reef Traditional Owners want to see improved, and using these insights to develop ReefTO's position on how to expand and improve TUMRA, IPA and Ranger programs.

With an agreed policy position, you will then work with the ReefTO Taskforce and ReefTO senior staff to advocate confidently with our partners, influencing them to put in place the changes to these programs that Reef Traditional Owners have told us they want to see.

1. Develop a policy position on how key Reef Traditional Owner programs can be improved and expanded

- Apply sector and subject knowledge to scope emerging issues for Reef Traditional Owners that are central to Indigenous land and sea management, sustainable and equitable economic development, and self-determination.
- Work with the Programs & Engagement team to gather qualitative feedback and insights from Reef Traditional Owners on how they think the TUMRA, Ranger and IPA programs should be expanded and improved.
- Conduct a deep-dive into the opportunities to expand and improve those programs based on a desktop review of past reports, evaluations and recommendations and by analysing other best-practice Indigenous program design in Australia and internationally.
- Synthesise insights from multiple sources (community feedback, agency data, academic research, and program evaluations) into clear, actionable themes that inform policy development.
- Facilitate internal workshops or policy labs with ReefTO staff, Traditional Owners, and key stakeholders to test and refine policy ideas before finalisation.
- Identify gaps in existing data or evidence and recommend strategies to address them (e.g., commissioning research on social value or social return on investment).
- Ensure alignment with broader Indigenous policy frameworks at state and federal levels, identifying opportunities for integration or leverage.
- Draft clear, accessible policy documents that reflect Reef Traditional Owner priorities and are suitable for both technical and non-technical audiences.
- In collaboration with the Taskforce and the P&E team, lead the work on developing ReefTO's policy position on how to expand and improve the TUMRA, IPA and Ranger programs.
- Support capacity-building by sharing policy development processes and tools with Reef Traditional Owners who want to be more involved in shaping future policy.
- Maintain a register of evidence and resources used in the policy development process to support transparency and future updates.
- Prepare draft documentation for review by Taskforce Members in a timely manner.

2. Develop and implement an advocacy plan to influence the uptake of changes Reef Traditional Owners want to see

- Based on the policy position, develop an advocacy plan to collaborate with agencies and organisations around ways to activate the changes Reef Traditional Owners tell us they want to see.
- Map key stakeholders and decision-makers across government, NGOs, and partner organisations who influence or manage the TUMRA, IPA, and Ranger programs and build collaborative relationships with them.
- Develop tailored advocacy materials (e.g., briefing notes, policy summaries, presentations) that clearly communicate ReefTO's policy positions and the rationale behind them.
- Coordinate and support advocacy and engagement activities between Reef Traditional Owners and relevant agencies to present and discuss proposed changes (such as meetings, roundtables, and forums).
- Monitor and track advocacy progress, including commitments made by agencies, and provide regular updates to the ReefTO Taskforce and senior staff.
- Leverage media and communications (in collaboration with the Comms + Creative team) to amplify Reef Traditional Owner voices and raise public awareness of the needed program changes.
- Identify and pursue strategic alliances with other Indigenous organisations, environmental groups, or policy influencers to strengthen advocacy impact.
- Provide strategic advice to ReefTO leadership on political and policy developments that may affect advocacy efforts or present new opportunities.

3. Collaborate with others in ReefTO to do great work relevant to your area

- Foster a culture of collaboration among Indigenous leaders and key groups to build and maintain a collaborate approach to drafting policy positions and aligning key messaging.
- Work with the Comms + Creative team to translate complex qualitative and quantitative data into accessible, culturally appropriate formats for diverse audiences.
- Manage the engagement and oversight of external advisors, consultants, or service providers supporting policy-related, advocacy or campaign work, ensuring alignment with ReefTO values and objectives.
- Actively contribute to the development, implementation, and continuous improvement of ReefTO's Indigenous Cultural and Intellectual Property (ICIP) protocols, including data sovereignty, protection, and free, prior and informed consent processes.
- Champion a culture of learning and reflection by sharing insights, lessons learned, and emerging trends with colleagues across the organisation.
- Collaborate with teams across ReefTO to embed a data-informed, evidence-based approach to program design, policy development, and strategic decision-making.
- Support internal capacity-building by mentoring or coaching colleagues in policy analysis, data interpretation, or advocacy strategy, where relevant.

What Does Success Look Like?

Success in this role means that Reef Traditional Owner voices are clearly reflected in strong, evidence-based policy positions — and that these positions are actively shaping the future of Sea Country programs.

You will know you're succeeding when:

- **Reef Traditional Owner's priorities are front and centre** in all policy recommendations, and are reflected in the language, structure, and intent of ReefTO's policy positions.
- **Policy positions are well-researched, credible, and actionable**, drawing on a strong evidence base and best-practice Indigenous program design.
- **Advocacy efforts are strategic and effective**, resulting in tangible commitments or changes from agencies and partners that align with Reef Traditional Owner aspirations.
- **Relationships with key stakeholders are strong and productive**, built on trust, mutual respect, and a shared commitment to improving outcomes for Sea Country.
- **Monitoring and evaluation systems are in place** to track progress, capture lessons learned, and adapt strategies as needed.
- **ReefTO's ICIP protocols are upheld and strengthened**, ensuring that all data and knowledge are handled with integrity and respect for Traditional Owner rights.
- **Collaboration across ReefTO is seamless**, with your work strengthening the organisation's overall impact and contributing to a culture of learning, reflection, and continuous improvement.

About You

We are looking for a motivated and experienced **Policy & Advocacy Manager** who is ready to hit the ground running and lead a critical body of work that supports transformational change for Reef Traditional Owners.

You should have:

- **At least 5-8 years' experience** in policy development, advocacy, or strategic engagement roles — ideally in Indigenous affairs, environmental policy, or community-led program design.
- **Strong policy analysis and writing skills**, with a proven ability to translate complex information into clear, actionable policy positions.
- **Experience in designing and delivering advocacy strategies**, including stakeholder mapping, engagement planning, and influencing decision-makers.
- **A deep understanding of Reef Traditional Owners' aspirations**, and the broader policy and program landscape affecting Sea Country.
- **Cultural competence and humility** — you listen deeply, respect Indigenous knowledge systems, and work in ways that uphold self-determination and cultural authority.

- **Excellent communication and interpersonal skills**, with the ability to build trust and collaborate effectively with Traditional Owners, government agencies, and partner organisations.
- **Strong project management skills**, with the ability to lead initiatives aligned with timelines, budgets, and reporting requirements.
- **A collaborative mindset and a positive, can-do attitude**, with a genuine commitment to the mission and values of ReefTO.

The Workplace and Culture

We are fully committed to building a strong, agile team and to fostering a positive, flexible and supportive work culture. We are a small team – we think it is important to have each other's back and for us all to be aligned and working towards a shared vision and goals. To achieve this, we need different points of view, and we encourage the team to respectfully disagree and challenge one another with the aim of reaching the best possible outcome.

ReefTO supports flexible working arrangements. This includes consideration of working-from-home and/or in an office, job share arrangements, and of course, appropriate leave entitlements to enable team members to fulfil cultural and family responsibilities. What is important to you in terms of flexible working arrangements? Let us know!

ReefTO does not currently have a physical office presence, other than a small co-working space in Brisbane. This position is flexible and can be filled remotely with a preference for Queensland (within the Reef catchment).

Pollination Foundation (the ReefTO Taskforce Host Organisation) is an equal opportunity employer committed to providing a working environment that embraces and values diversity and inclusion. We encourage people of all backgrounds to apply. If you have any support or access requirements, we encourage you to advise us at the time of application. We will then work with you to identify the best way to assist you through the recruitment process.

How to apply

Please apply by submitting a cover letter outlining what you bring to the ReefTO Taskforce (2 page maximum), and a short CV.

You must hold the right to work in Australia.

Applications close: 12pm (noon) on Monday 23 June 2025

Due to the volume of hiring the ReefTO is currently doing, we don't have the capacity to handle individual enquiries about positions.

We respectfully acknowledge the continuing land, sea and sky country management and custodianship of the Great Barrier Reef by Aboriginal and Torres Strait Islander Traditional Owners, whose rich cultures, heritage values, enduring connections and shared efforts continue to protect the Reef for future generations.
