

SPORT SA

Nomination for Board Elected Director

Candidate: Daniel Crago | Area sought: Communications and Marketing

Outline which of the following areas you are seeking election for and your skills and experience in the specified area.

I am seeking election in **Communications and Marketing**. While my primary skill area is communications, my experience also spans **Governance** through policy, strategy and board-level advisory work, and I would bring capability across both to the Sport SA board.

I am co-founder of Influence Communication, an Adelaide strategic communications consultancy, and have over 20 years' experience spanning communications, brand, customer experience, digital strategy and issues management across finance, government, retail, sport, education and not-for-profit sectors. The majority of Influence Communication's work is conducted at executive and board level, and most of my own time is spent on corporate communications, strategic planning, issues and crisis communications, and stakeholder engagement.

A recent example is Kooyonga Golf Club, where I was engaged at the point the club announced it would host LIV Golf Adelaide. The brief has spanned member communications, advising the board on its engagement with government and LIV, general club communications, changes to membership structures, and management of issues at the club, a complex assignment balancing member sentiment, governance, commercial partnership and public profile.

Much of my work also involves shaping policy and advising organisations on their engagement with government. Working with SAHMRI I have shaped communication on government and member engagement to convey the value of the institute and of medical research and to reactivate the Australian Bragg Centre for Proton Therapy project with state and federal government. Other examples include, contributing a messaging, community-engagement and foundational input to the Greater Adelaide Regional Plan; ongoing involvement with the Committee for Adelaide, providing input and feedback into papers and positioning to help shape the city's future direction.

Before Influence Communication, I led communications and customer experience functions at scale: as General Manager at JP Media I led PR & Communications, Brand, Digital and Content teams and doubled business revenue over three years; as Customer Experience Manager at Adelaide Cemeteries Authority I served as Director of Communications on the organisation's government panel, managing internal and external communications; and at Beyond Bank I led the digital customer experience division that won the Canstar Best Online Bank award.

Outline your capacity and interest in contributing to the development of sport in South Australia.

Sport has been part of my life since I was a teenager, and contributing to its development in this state is something I care about well beyond a professional interest.

I have a direct working history with Sport SA. While General Manager at JP Media I helped build the inaugural Festival of Sport in SA from scratch, my team built the event app and ticketing system and contributed to event scheduling, and JP Media was a major sponsor of the conference program and had a stand in the expo. That work gave me a first-hand understanding of Sport SA's remit and how it convenes the sector, and it is a large part of why I am putting myself forward.

Alongside this I have decades of grassroots contribution as a coach, umpire and administrator across club and junior sport. I understand sport from the volunteer and club level as well as the commercial and event level,

and I have the capacity and commitment to meet the board's requirements, monthly board meetings, general meetings, the AGM, sector events and policy reading, and would treat them as a genuine priority.

Above all, my motivation is a genuine passion for keeping kids active and helping them develop skills through sport. I have long wanted to see participation continue to grow, and to actively encourage children to take part, because for a large number of participants, sport is not about winning but about having a go, building confidence, making friends, building communities and staying involved. Broadening that base of participation, and making sure the pathway in is welcoming, is where I most want to contribute.

Describe your interest and experience in sport.

My involvement in sport is lifelong, hands-on and ongoing. I have coached since the age of 16 across softball, netball, inline hockey and basketball, and have been an active participant in more than a dozen different sports. I remain a keen recreational cyclist, but did compete at the South Australian Masters Games, winning gold in the road race in 2014. While completing my degree in Recreation, Tourism and Management at the University of South Australia, I worked in the kayaking industry and was a sponsored paddler. I also achieved a level of success in events during this time winning the 1 day event at the Avon Descent in WA and several awards in the 24hr canoe marathon on the Murray River.

This feeds my genuine interest in the growth and success of grassroots sport as the foundation for lifelong participation. Strong, well-run community clubs are what get and keep South Australians in the game, and I want to help build a thriving sporting community by making that grassroots base healthier, more welcoming and better supported, because participation at the top of the pathway depends entirely on the strength of it at the bottom.

That involvement has continued through decades of volunteering, as a coach and administrator at Rosefield Netball Club, and as a junior sport coach and umpire across Seymour College, Highgate School and St John's Grammar. Through my career I have also had the privilege of working with sporting organisations including Kooyonga Golf Club, and previously with the SANFL, WAFL, Ovens & Murray Football and Netball League and the Festival of Sport. My grounding as a coach, competitor, administrator and someone whose formal education was in recreation and sport management means I understand sport from the club and participant level up, not only from a boardroom.

Describe your experience with and understanding of the not-for-profit sector.

Through Influence Communication I work extensively across the not-for-profit and community sector. A significant example is my work with SAHMRI, an independent, not-for-profit medical research institute and registered charity. That work has spanned engaging government on the value of the institute and of medical research generally to the State; working with SAHMRI's sub-brand, the Australian Bragg Centre for Proton Therapy, to manage the issues around the Proton Therapy project and reactivate it with both State and Federal government; and working with the philanthropy team to raise their profile and secure and grow donations for their life-saving and life-changing research. It has given me a close understanding of the resourcing constraints, governance expectations and stakeholder complexity that define not-for-profit and charitable operations.

My not-for-profit and community experience extends well beyond this. I have worked extensively with ECH on general client communications as well as board and CEO transitions; with Minda on issues and crisis management and communication to their community; with the Adelaide Festival across three seasons and the Adelaide Fringe across four seasons; and with the Adelaide Botanic Gardens and their foundation, including the promotion of the Chihuly exhibition. This breadth spans aged care, disability, the arts and the

environment, and has given me a deep appreciation of how mission-driven organisations balance community, funding and reputation.

I also bring direct not-for-profit governance experience. I have served as an advisory board member and Treasurer of the Highgate School Foundation, and as a member of the Seymour College advisory committee for its centenary. Earlier in my career I served as a mentor and national co-ordinator in the Credit Union Foundation of Australia's Development Education Program, the philanthropic and community-development arm of a member-owned sector.

Outline your experience in working with member-based organisations and describe how you would contribute to harnessing and uniting the collective voices of our members.

Much of my career has been inside member-owned organisations. I spent more than a decade across Savings & Loans Credit Union, People's Choice Credit Union and Beyond Bank, all member-owned mutuals whose entire operating model rests on serving and balancing the interests of a broad membership.

A clear example of uniting a membership around a shared position was my role on the RediATM advisory board at its establishment. The board was created to represent the customer-owned banks that joined the scheme under Cuscal, later attracting NAB and Bank of Queensland as members, and its task was to establish the scheme's framework, governance model and ensure fairness and equity for all members regardless of size or scale, so that members' access to cash was maintained as a result of a significant legislative change. This is exactly the balancing act a peak body performs: large and small members with differing interests, and a mandate to protect the collective.

At People's Choice I led the channel and business infrastructure functions across a large branch, agency and ATM network, and previously managed retail channel strategy at Savings & Loans, including expansion into new markets and the design of the branch and distribution model. This meant actively engaging metropolitan and regional communities to align their differing needs with what the organisation could offer, including through a post-merger integration that brought two member bases together. At Beyond Bank I built the digital member-communications approach, introducing live chat, SMS and self-service channels.

What I would bring to the board is not just experience of member organisations but a clear method for uniting them. Sport SA represents around 200 members and affiliated groups of very different sizes and interests, from large state sporting bodies to small community clubs, across metropolitan and regional South Australia, and the central challenge is ensuring every one of them feels heard while the federation still speaks with a single, clear voice to government and the public. My approach is to listen deliberately across that spectrum, to actively protect the position of smaller and regional members so the loudest voices are not the only ones represented, and then to translate the range of member views into a coherent advocacy narrative. That final step, turning many voices into one compelling, unifying message, is fundamentally a communications task, and it is the core of what I do professionally. It is where my communications expertise and my member-organisation experience meet, and where I believe I can add the most value to Sport SA.

I would bring that experience to harnessing and uniting the voices of Sport SA's members, listening across metro and regional, large and small organisations, and finding the shared position that lets Sport SA speak with one voice.

Candidates need to be open and considerate of differing views and opinions and they must support inclusive and diverse opportunities for all. Outline how you would ensure this occurs.

Effective governance depends on genuinely hearing a range of views before a decision is made, and then standing behind the decision the board reaches. Leading customer experience across metropolitan and regional communities, integrating organisations and their cultures through a merger, and balancing member,

board, government and commercial interests have all taught me to treat differing opinions as information rather than obstacles, and to separate robust debate from personal disagreement.

In the boardroom, I would contribute my view openly and be equally willing to have it challenged and to change my mind in light of a better argument. Listening and allowing others to speak is just as vital to ensure that all views and opinions can be tabled. Equally, I understand that a board acts as a collective: once a decision is made, I would support it publicly and wholeheartedly, regardless of the position I argued beforehand. My view is good boards are places where disagreement is welcomed in the room and unity is shown outside it.

Ensuring inclusive and diverse opportunities is more than a matter of personal openness, it requires deliberate action. I would test the board's decisions against the question of who they include and who they might inadvertently exclude, actively seek out the perspectives of members who are smaller, regional or less well resourced, and support pathways that widen participation and leadership for under-represented groups, including women, regional communities, and Aboriginal and Torres Strait Islander South Australians. My aim would be a Sport SA whose decisions reflect the full breadth of its membership and the community it serves, so that opportunity in sport is genuinely open to all.

List or outline your general skills and experience that make you a suitable candidate for the Sport SA Board.

Governance and board contribution

- I understand this is a governance role, not a management one, setting and monitoring strategy, overseeing risk and performance, and acting in the interests of Sport SA and its members as a whole.
- I bring board and advisory experience as a former Treasurer and advisory board member (Highgate School Foundation), a former advisory committee member (Seymour College centenary), and an advisory board member of the RediATM scheme, where I helped set its framework and governance model and safeguard equity across members of all sizes.
- I would contribute the personal attributes a board depends on: independent judgement, integrity, curiosity, and the ability to work as part of a collective board rather than as an individual voice.

Communications, brand and issues expertise (primary skill area)

- I have over 20 years in communications, brand, customer experience, digital strategy and issues management across finance, government, retail, sport, education and not-for-profit sectors.
- I co-founded a strategic communications consultancy and, as a former General Manager, led communications, brand and digital teams and doubled revenue over three years.
- I work at executive and board level, with my day-to-day focus on corporate communications, strategic planning, issues and crisis management, and stakeholder engagement.
- I am active in policy shaping and government engagement, including the Greater Adelaide Regional Plan, the Committee for Adelaide, and SAHMRI's government engagement and Bragg Centre reactivation.

Member and not-for-profit experience

- I have spent more than a decade inside member-owned organisations (Savings & Loans, People's Choice, Beyond Bank), including channel leadership across metropolitan and regional communities and a major post-merger integration.
- I have deep not-for-profit and community experience across medical research, aged care, disability and the arts.

Sport

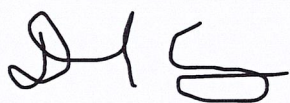
- I am a lifelong sport advocate, coaching since 16, a participant in more than a dozen sports, a kayaking medallist and South Australian Masters Games gold medallist, and a long-standing junior and club-sport coach, umpire and administrator.
- I have a prior working relationship with Sport SA through building the inaugural Festival of Sport, alongside SANFL and other football-league digital event delivery and current work with Kooyonga Golf Club.

In short, I offer Sport SA an uncommon combination: the board-level communications, governance and stakeholder expertise the organisation needs to advocate for its members and to navigate its way into the next planning cycle, paired with a genuine, lifelong grounding in sport and a direct history of working with sport itself. I understand both the boardroom and the sporting field, both the peak body and the grassroots club. I would bring this perspective coupled with, my energy and my commitment to uniting and growing the sector, and I would be a proud advocate and help lead Sport SA into its next chapter.

Signatures

Name: Daniel Crago

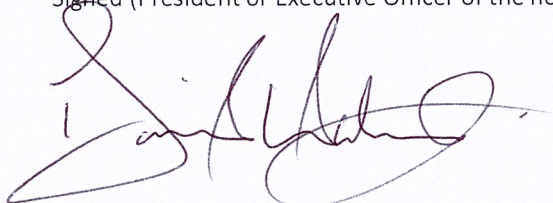
Signed (Candidate):



Date: 06/08/2026

Name: David Watson

Signed (President or Executive Officer of the nominating member organisation):



Organisation: Golf Australia – South Australia

Title: State Manager - South Australia

Date: 7 August 2026