



Netball Centre Operating Frameworks

This document provides a summary of different operating frameworks at Centres across New Zealand (NZ), to share learnings across the netball system and provide practical information for Centres interested in exploring change. This document is intended to support discussions and will be updated as we continue to learn through system change.

Currently, there are seventy-eight Centres across NZ delivering community netball. Most netball participants are having positive experiences, and netball continues to be the highest participation sport for females in NZ, however many Centres are facing governance and operational challenges in the current sport landscape.

What we are trying to achieve

A practical, agile, system that:

- enables effective and efficiently run local netball where people have great experiences in all aspects of the game
- provides consistency in key areas whilst allowing for flexibility and innovation that meet local needs
- works for netball now and sets the netball system up for the future
- encourages Centres and Zones to work together

A ‘future thinking’ lens is important when looking at Centre Operating Frameworks so that Centres are set up for success and fit for purpose into the future.

Governance and operational differences

The largest eight Centres across NZ have between 5,000 and 10,500 members, are governed by a Board, and employ multiple staff, whereas at the other end of the range there are twenty-five Centres with fewer than 600 members and who are run entirely by committee volunteers.

Most Centres deliver programmes and competitions independently at their sole home venue, whereas others operate across multiple venues, work in clusters or partnerships, or are part of multi-sport hubs. Some Centres across NZ have begun working together, sharing resources, and changing the way they operate so that they can continue to grow participation and deliver netball more effectively.

Common challenges

Common challenges include recruiting and retaining volunteers and staff, facility and asset management, and financial challenges - operating in an ‘oily rag’ type environment. There is wide variation in the use of digital systems and willingness to innovate. The way volunteers are choosing to be involved is changing and reducing to involve more micro-volunteering. Many volunteer-led Centres are not prioritising governance duties or strategic planning because their (often limited) time and effort is focused on delivering programmes and competitions.

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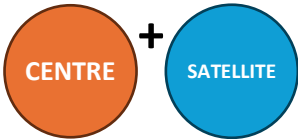
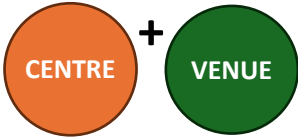

Netball Centre Operating Frameworks

There are three key areas that impact the local delivery of netball by a Centre:



1. Facility Models – where netball is played.
2. Organisational Structure Models – how the Centre is governed/managed.
3. Partnership Models – how partnerships support the delivery of netball activity.

Facility Models

Facility Models are the combination of facility types a Centre utilises to deliver netball, for example:

| Facility Model | Examples |
|---|--|
|  | Invercargill, Tokoroa, Waitakere, Whangarei <i>Centre Only is the most common facility model in NZ.</i> |
|  | Hawkes Bay (Centre) + Napier (satellite) |
|  | Auckland Netball (Centre) + Windmill Road (venue) North Canterbury (Centre) + Mainpower Stadium (venue) Matamata (Centre) + Headon Stadium (venue) North Harbour (Centre) + Westlake Girls (venue) + Hibiscus Coast (venue) |
|  | Howick Pakuranga (Centre) + Baverstock (venue) + Te Puru (satellite) |

Definitions for facility types:

| | |
|---|--|
|  | <p>Centre: Courts are located where the Centre administration is based and the Centre delivers netball activity at these courts.</p> <ul style="list-style-type: none"> • The primary site for netball competitions and programmes. • The netball activity is governed and delivered by the Centre. • Might include a variety of court types: outdoor, covered or indoor. |
|  | <p>Satellite: Courts are hired/used regularly for netball activities and a Local Committee/Group delivers netball activity at these courts.</p> <ul style="list-style-type: none"> • A secondary site for netball competitions and programmes. • The netball activity is governed by the Centre but delivered locally by a Committee/Group • Includes regular hire or use of courts. • Either a full range of competitions and programmes, or for specific competitions only. • Netball competitions and programmes are determined by, and run by, a local committee/group and align with the governing policies/rules of the Centre. • Netball competitions and programmes are governed by the Centre, the committee/group either connects as a branch of the Centre structure or as a separate entity with an MOU in place. |



Venue: Courts are hired/used regularly for netball activities and the Centre delivers netball activity at these courts.

- A secondary site for netball competitions and programmes.
- The netball activity is governed and delivered by the Centre.
- Includes regular hire or use of courts.
- Either a full range of competitions and programmes, or for specific competitions only.
- Netball competitions and programmes are determined by, and run by, Centre staff/volunteers



Hire: Courts are hired/used intermittently for a one-off specific netball activity.

- Not used regularly.

Delivery across multiple locations via venues and satellites is often due to:

- Growth in membership beyond the capacity of the Centre’s primary location
- Improving accessibility, reducing travel and transport barriers to participation
- Needing an indoor venue for specific grades or competitions
- Dis-establishment of a previous Centre to become a satellite or venue
- Amalgamation of multiple previous Centres, but retaining all netball facilities
- Previously non-affiliated areas becoming affiliated as a satellite or venue

Centre Facility Models advantages and disadvantages:

| | Advantages | Disadvantages |
|---------------------------|--|---|
| Centre only | <ul style="list-style-type: none"> • Simple to manage. • Only one facility to maintain. • All volunteers/staff in one place. • Sense of belonging/identity can be strong. | <ul style="list-style-type: none"> • Can constrain growth. • Geographic transport can be a barrier for wider community. • Multiple small Centres within a close proximity of each other might compete for resources e.g. volunteers, funding. |
| Centre + Satellite | <ul style="list-style-type: none"> • Satellite committee/group can concentrate on netball game delivery, with governance responsibilities by Centre personnel. • Retain or improve geographical reach – reduce travel and improve accessibility. • Can provide growth opportunities and reach new netball demographics. • In satellites that only provide junior netball, older or more competitive teams can join bigger Centre competitions. • Satellite participants can combine with Centre participants to send teams to competitions. | <ul style="list-style-type: none"> • Equipment transport or storage logistics at multiple venues. • High workload initially for Centre-Satellite collaboration and set up of MOU/TOR to ensure sustainability, and to minimise loss of local identity at the satellite location if it was previously a stand-alone Centre. • Governance and compliance risk and workload increased at Centre. • Important to determine if fees at the satellite location will be the same as at the Centre. |
| Centre + Venue | <ul style="list-style-type: none"> • Retain or improve geographical reach – reduce travel and improve accessibility. • Venue for a specific competition or grade e.g. Premier or juniors can meet specific needs. | <ul style="list-style-type: none"> • Operational staff/volunteers required across multiple locations or days. • Often a higher cost to use an indoor facility. • Equipment transport or storage logistics at multiple venues. • Increase in facility and maintenance costs of Centre. |

| | | |
|--|--|--|
| | <ul style="list-style-type: none"> • May free up court availability at the Centre and enable growth of other grades and competitions. • Can provide growth opportunities and reach new netball demographics. | <ul style="list-style-type: none"> • May create a disconnect between a singular competition held at a venue and the wider Centre community. • Need to work with venue availability restrictions around dates, times, number of courts for hire. • Governance and compliance risk and workload increased at Centre. • Likely loss of local identity if Venue was previously a stand-alone Centre. |
|--|--|--|

Not supported by NNZ and Zone - Unaffiliated Competitions. Unaffiliated competitions exist across New Zealand. These are not eligible for access to NNZ or Zone support, personnel, or resources.

Facility Ownership and Responsibilities

Facilities used by Centres have a range of ownership and responsibility models, and for some netball facilities, ownership may not be very apparent.

Key factors:

- Who owns the courts,
- Who owns the building,
- Who operates the facility, and
- Who is responsibility for maintenance and upkeep of the assets.

Summary of different facility ownership and responsibilities structures:

| | Court ownership | Building ownership | Facility Operator | Asset Responsibility |
|-------------------------------|---|---|--------------------------|--|
| Netball | Netball Centre | Netball Centre | Netball Centre | Netball Centre. |
| Part Council / Netball | Council | Netball Centre | Netball Centre | Normally Council responsible for courts, however lease can pass on obligations to Centre. Normally Netball Centre responsible for building. |
| Council | Council | Council | Netball Centre | Normally Council Lease can pass obligations to Netball Centre |
| Sports Hub | Could be: - Council - Sport Hub - Netball Centre | Could be: - Council - Sport Hub - Netball Centre | Typically, Sports Hub | Typically, Sports Hub but depends on asset ownership |
| Recreation Centre | Council or Trust | Council or Trust | Council or Trust | Typically, Council or Trust |
| School | School | School | School | School |

Understanding the ownership for various Centres is important, to assess the level of asset responsibility that sits within the netball system and for scenarios such as amalgamation of multiple Centres or disestablishment of a Centre to become a satellite.

There are also connections between facility ownership and responsibilities, the autonomy of Centres to deliver netball in the way they deem best, and the overall cost of netball. Where ownership sits with someone else, i.e. Councils, an advantage for Centres can be less asset management and maintenance costs, however Centres can be constrained by court availability and demand at peak times, which in turn can alter the delivery of competitions or how programmes can be run. Relationship management is a key component for Centres within the different ownership models.

Centres who deliver netball across multiple locations via venues and satellites may be managing different ownership and responsibility structures across the multiple sites.

For more information on overarching facility provision and principles, please refer to the NNZ Facilities Strategy (update due mid-2025).

For more information regarding facility specifications and guidelines, please refer to the NNZ Outdoor Netball Court Specification and Guidelines.

Organisational Structure Models

Netball governance and operations are executed via one of the three organisational structures below:



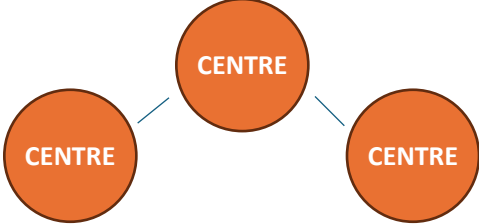

| Organisation Structure | Impact |
|---|--|
| <p>BOARD (Lead by Board Chair)</p> <p>↳ STAFF AND VOLUNTEERS (Lead by CEO/GM)</p> <p>↳ MEMBERS</p> | <p>A full Governance Board provides direction for the organisation, setting the vision, ensuring financial and legal compliance, and monitors progress against the strategic plan.</p> <p>CEO/GM and staff deliver the operations of the organisation with support from volunteers.</p> <p>Members connect via staff or volunteers.</p> |
| <p>COMMITTEE (Lead by Centre President)</p> <p>↳ STAFF AND VOLUNTEERS (Lead by Centre Manager or Committee)</p> <p>↳ MEMBERS</p> | <p>Committees have dual responsibility to govern the organization (strategy, compliance, monitoring) and have operational responsibilities e.g. hold individual portfolios for netball delivery.</p> <p>Centre Manager roles vary in responsibilities and hours, however, generally they lead other staff and/or volunteers and are responsible for the administration of the Centre.</p> <p>In the absence of a Centre Manager role, specific staff/contractor roles may be in place that report directly to the Committee e.g. Centre Administrator or Development Officer. In this scenario Committee members will typically lead volunteers in their areas of operational responsibility.</p> <p>Members are closely linked to Centre Manager (or Administrator or Development Officer) and linked to Committee members holding delivery portfolios.</p> |
| <p>COMMITTEE (Lead by Centre President)</p> <p>↳ VOLUNTEERS (Operational roles)</p> <p>↳ MEMBERS</p> | <p>Committees with no paid staff have all the Governance responsibilities as well as delivering all operational aspects for the Centre.</p> <p>Committees lead the volunteers to assist with delivery of programmes.</p> <p>Members are linked directly to Committee personnel.</p> |

As noted in the introduction, a key challenge for many volunteer-led Centres is time constraints to deliver on both governance duties / strategic planning plus the operational duties of programmes and competitions.

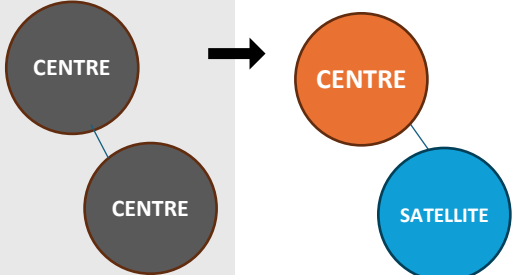
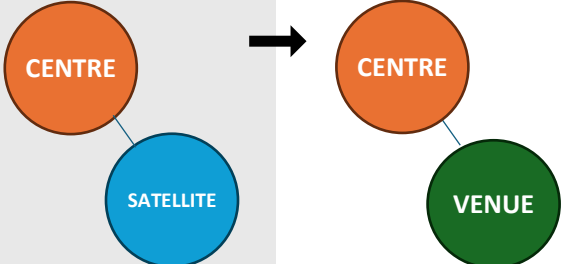
The Centre Operating Frameworks document has been created to open discussion on how to mitigate this through different frameworks.

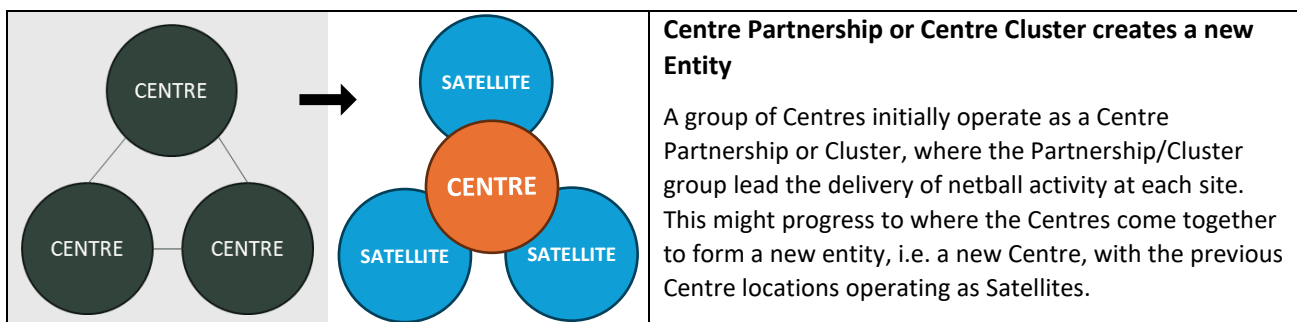
Partnership Models

Netball can be delivered through a range of partnership models, which are described below.

| | |
|--|--|
|  | <p>Stand-alone Centre</p> <p>Centre delivers netball activity on their own. Could be through one site or multiple sites.</p> |
|  | <p>Centre Partnership – Equal Partners</p> <p>Sometimes called a Centre Cluster. Each Centre delivers their own activity. Centres work together as equal partners for specific activities, programmes or initiatives. Collaborative approach to operations and admin.</p> |
|  | <p>Centre Partnership – Lead Centre</p> <p>Each netball centre delivers their own activity. Lead centre supports other centre(s) to deliver netball. Supportive approach to operations and administration.</p> |
|  | <p>Centre is part of a Sport Hub</p> <p>A Centre operates as part of a sport hub. Typically, the netball centre retains responsibility for netball delivery, but other administration activities like marketing, funding, facility management, accounting can be managed by the Sport hub entity.</p> |

Some partnership models support the transition of Centres to change from being a stand-alone Centre to becoming a satellite or venue of another Centre, or to come together to form a new Centre entity.

| | |
|---|---|
|  | <p>Centre becomes a Satellite</p> <p>One Centre as part of an existing Centre partnership might transition to become a satellite of the other Centre. The Centre takes responsibility for netball governance and administration of the Satellite, however operational activities are run by local personnel.</p> |
|  | <p>Satellite becomes a Venue</p> <p>A satellite of a Centre, where operating decisions are run by local personnel, might transition to become a Venue of the other Centre. The Centre has overall responsibility for netball governance and operations at the Venue.</p> |



Please see the definitions for Centre, Satellite and Venue on page 2.

Centre Partnership Models advantages and disadvantages:

| | Advantages | Disadvantages |
|--|--|--|
| Centre Partnership – Equal Partners | <ul style="list-style-type: none"> Centres can engage shared services to reduce duplication of work at each Centre, e.g. admin support, netball development opportunities. Can share netball development resources. Potential to leverage combined membership to reduce costs and/or provide more opportunities. Can combine players to send a team to competitions. | <ul style="list-style-type: none"> Governance compliance needs remain high at each Centre. Requires high level of maturity/trust between Centre personnel Risk of personnel change impacting working relationships Number of volunteers required is not reduced. |
| Centre Partnership – Lead Centre | <ul style="list-style-type: none"> Lead Centre can engage shared services to reduce duplication of work at each Centre, e.g. admin support, netball development opportunities. Can share netball development resources. Reducing admin workload enables operational-focused volunteers to work to their strengths and interests. Potential to leverage combined membership to reduce costs and provide more opportunities. Can combine players to send a team to competitions. More efficient use of resources to build capability, especially with Lead Centre. May lead to transition of partner Centres to become Satellites of the Lead Centre. | <ul style="list-style-type: none"> Governance/compliance needs remain high. Lead Centre workload and responsibility may increase to coordinate shared services on behalf of all partner Centres. May not reduce number of volunteers required at Centres. May lead to transition of partner Centres to become Satellites of the Lead Centre. |
| Centre is part of a Sport Hub | <ul style="list-style-type: none"> Centre can engage shared services e.g. admin Facility management Cohesive messaging with other sports codes | <ul style="list-style-type: none"> Governance/compliance needs remain high Does not directly support netball development |
| Centre becomes a Satellite | <ul style="list-style-type: none"> Reduced governance responsibility. Can focus on netball delivery. Reduced administration. | <ul style="list-style-type: none"> Risk of personnel change impacting working relationships. |

| | | |
|---|---|---|
| | <ul style="list-style-type: none"> • Larger Netball support network. • Combined netball team opportunities. | <ul style="list-style-type: none"> • More communication needed with previous Centre to ensure decisions made meet local needs. • Number of volunteers required is slightly reduced. |
| <p>Centre Partnership or Centre Cluster creates a new Entity</p> | <ul style="list-style-type: none"> • Retain local delivery • Centre can streamline administration and operational systems. • Combined membership to reduce costs. • Able to attract and maintain full-time/competent staff. • Wider strategic impact on a larger geographical area. • Simple governance structure. • Stronger netball competitions. • Combined competition opportunity for specific grades. | <ul style="list-style-type: none"> • Clear roles, responsibility and outcomes needed to ensure satellite has needs met. • Increased communication needed for change management, to wider membership base. • Overall volunteers may be increased: operational volunteers at each satellite plus governance volunteers for new Entity. |

System Shifts

Case Studies of Centres Making Change

Scenario 1: North Harbour Netball Centre and Hibiscus Coast

Hibiscus Coast Netball Centre was losing players and had as few as 2-3 volunteers trying to run the whole Centre. Eventually there were extremely limited numbers of players, and only 2 volunteers left. Northern Zone and NNH had been in talks with HBCNC for at least 4 years before HBCNC passed a resolution at their AGM to become a venue of NNH.

| Challenges: | Benefits: | Success: |
|--|--|--|
| <ul style="list-style-type: none"> Centre adapting to change and afraid of losing identity which included their history. Loss of participants due to poor experience. Risk of facility management / funding and costs More paid staff required to run game day Loss in volunteers | <ul style="list-style-type: none"> Netball still available at locally accessible venue Development opportunities increased in coach/umpire space More opportunities provided in the player development space Paid NNH staff run game day reduced the need for volunteers | <ul style="list-style-type: none"> Junior numbers have increased Anecdotally the experience is better – games on time, technology use so draws/results available Facility has been improved Potential retention of participants as they have enjoyed a better experience |

Work In Progress:

Netball is available at this local venue and numbers have increased; but it has not been without its challenges for both Centres. There is still a consideration on how to keep both identities relevant when Centres amalgamate, especially with longstanding volunteers and service award holders of the now merged Centre. Having robust, open, honest discussions are needed to continue to shape the expectations going forward. Many participants know netball Centres by their venue or location name hence blurring the “identity” conversation. NNH took on significant risk with the facility at HBCNC and are now maintaining two facilities, both of which require substantial work to maintain and bring up to standard.

Information supplied by Karyne Ross, Netball Northern.

Scenario 2: Mainland Partnership Agreements

14 out of 16 Centres in Mainland have partnership agreements with one or two other Centres.

- Te Tau Ihu Partnership: Nelson (2,670), Motueka (878) and Marlborough (1,534).
- North Canterbury Partnership: North Canterbury (2,573), Kaikoura (248) and Hurunui (278).
- Selwyn Partnership: Selwyn (2,239) and Malvern (295).
- Te Tai O Poutini Partnership - West Coast (450), Hokitika (317), and Buller (242).
- South Canterbury Partnership: South Canterbury (1,913), Geraldine (98) and Waimate (145).

*numbers are based on 2023 Membership return.

| Challenges: | Benefits: | Success: |
|--|--|---|
| <ul style="list-style-type: none"> All Centres are still separate legal entities with Governance structures | <ul style="list-style-type: none"> Financial support for each partnership from Mainland Zone Partnerships are collaborating around | <ul style="list-style-type: none"> Has driven increased communication between Centres geographically closest and the wider Mainland Zone |

| | | |
|---|--|--|
| <ul style="list-style-type: none"> • Small Volunteer Centres do not engage in things not directly related to playing netball ie, no Strategic Plan or Funding Plan • Lack of communication still occurring in some partnerships | <p>development and training opportunities</p> <ul style="list-style-type: none"> • Efficient use of communication and time between Mainland Zone and Centres to build capability • Clear expectations set, between Partnership and Zone with MOS reporting | <ul style="list-style-type: none"> • Reduced duplication and increased opportunities for training and support, as Centres run combined opportunities • Combined teams to enter competitions, when not enough players at one Centre • Partnerships have Zone training development days set up, this helps the smaller Centres feel part of the larger Netball Community, more efficient use of everyone's time, reduces costs overall, better quality participant experience |
|---|--|--|

Work In Progress:

Opportunities: Shared service administration efficiencies and governance structures still to be explored.

Next steps: This shift has a project underway including Part 1: review the current Partnership Model, Part 2: explore additional governance opportunities. We will use the operating frameworks and partnership models highlighted in this document as options for the current Mainland Partnerships to discuss future opportunities.

Information supplied by Jacinda Valentine, Mainland Netball

Scenario 3: Tennis example

Four tennis clubs have worked together and implemented a system where members pay one fee but can access any of the four club's courts/opportunities. Each club contributes to create a full time administrator role.




| | | |
|---|--|--|
| <p>Challenges:</p> <ul style="list-style-type: none"> • Mindset shift for each independent club to move to collaborative approach • Cost of administrator | <p>Benefits:</p> <ul style="list-style-type: none"> • Efficiencies in administration and improved communication to members • Increase membership numbers with access to all four clubs | <p>Success:</p> <ul style="list-style-type: none"> • Increased funding applications and success • Improved sponsorship offering across four venues and bigger membership |
|---|--|--|

Work In Progress:

Tennis is continuing to review this model and look to other areas where it may be successful. This includes sports hubs or sports parks where multiple codes are domiciled.

Information supplied by Karyne Ross, Netball Northern.

Considerations if a Centre becomes a Satellite or Venue of another Centre

| |  Current State as a Centre |  Future state if Centre becomes a Satellite of another Centre. |  Future state if Centre becomes a venue of another Centre. |
|-------------------------------------|---|--|---|
| Definition | <p>Centre: Courts are located where the Centre administration is based and the Centre delivers netball activity at these courts.</p> <ul style="list-style-type: none"> • The primary site for netball competitions and programmes. • The netball activity is governed and delivered by the Centre. • Might include a variety of court types: outdoor, covered or indoor. | <p>Satellite: Courts are hired/used regularly for netball activities and a Local Committee/Group delivers netball activity at these courts.</p> <ul style="list-style-type: none"> • A secondary site for netball competitions and programmes. • The netball activity is governed by the Centre but delivered locally by a Committee/Group • Includes regular hire or use of courts. • Either a full range of competitions and programmes, or for specific competitions only. • Netball competitions and programmes are determined by, and run by, a local committee/group and align with the governing policies/rules of the Centre. • Netball competitions and programmes are governed by the Centre, the committee/group either connects as a branch of the Centre structure or as a separate entity with an MOU in place. | <p>Venue: Courts are hired/used regularly for netball activities and the Centre delivers netball activity at these courts.</p> <ul style="list-style-type: none"> • A secondary site for netball competitions and programmes. • The netball activity is governed and delivered by the Centre. • Includes regular hire or use of courts. • Either a full range of competitions and programmes, or for specific competitions only. • Netball competitions and programmes are determined by, and run by, Centre staff/volunteers |
| Legal Requirements | | | |
| Legal Structure | Centre is an Incorporated Society. | Satellite is not an independent entity or Incorporated Society. The Centre is an Incorporated Society. | Venue is not an independent entity or Incorporated Society. The Centre is an Incorporated Society. |
| Constitution and Regulations | All activities come under the Centre Constitution and Regulations of the Centre. | Centre Constitution and Regulations will likely need to be updated to include the governance and operations of the Satellite. Satellite to abide by the Constitution and Rules of the Centre. Satellite also to abide by the rules of the facility owner and operator. A Terms of Reference (TOR) or a Memorandum of Understanding (MOU) to be established to outline operational responsibilities of the local committee/group and the Centre: <ul style="list-style-type: none"> • TOR - if the Satellite committee/group is connected as a branch of the Centre structure. • MOU - if the Satellite committee/group is connected to a community group, club or school. | Centre Constitution and Regulations will likely need to be updated to include governance and operations of the Venue. Competitions and programmes also abide by the rules of the facility and operator. A facility user agreement, or similar, should be in place to outline rules, terms and responsibilities. |
| Meetings & Minutes | Requirement to hold Centre AGM and record minutes. | Satellite does not run an independent AGM. Regular operational meetings of the Satellite committee/group should be held, and a Satellite representative should provide updates/reports to the main Centre as outlined in the MOU/TOR. | n/a – part of the Centre |

| | | | |
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| | | A Satellite representative may be required to attend meetings with the Centre Committee/Board | |
| Liability | Centre Board/ Committee members liable. | Satellite is not an independent entity, overall liability rests with Centre Board/Committee. Committee/group running the satellite is liable for areas outlined in the MOU/TOR. | Liability rests with Centre Board/Committee. Facility user agreement to outline Centre liability. |
| Annual Report | Centre responsibility. | Satellite does not produce an independent annual report. Satellite committee/group should contribute information to the Centre annual report. | n/a – part of the Centre |
| Name and Logo | | | |
| Name | Name includes 'Netball' and 'Centre' e.g. Windy Ridge Netball Centre | Satellite cannot be referred to as a Centre. Satellite can retain a local name for competitions and programmes e.g. Windy Ridge Netball Competition. Name to be determined by the Centre, with input from the Satellite committee/group. | Venue cannot be referred to as a Centre. Competition or programme names run by the Centre at the Venue to be determined by the Centre. |
| Logo | Logo designed by the Centre and approved by NNZ. | Centre may opt to create/approve a local logo for satellite competitions and programmes. | n/a – part of the Centre |
| Financial and Facilities | | | |
| Bank Accounts | Centre has a bank account, is responsible for own financial management, setting fees and submitting financial accounts. | Satellite could have funds in an account of the Centre that is ringfenced for specific Satellite costs. If the Satellite committee/group is connected to a community group, club or school, they could have funds in an account of the club/school that is ringfenced for specific Satellite costs – depending on roles and responsibilities in MOU/TOR. | n/a – part of the Centre |
| Assets/ Liabilities | Centre holds its own assets and liabilities. Assets (facilities and equipment) depends on facility ownership at the site. | Satellite is not able to hold its own assets. Assets (facilities, equipment...) depends on facility ownership at the site, but could be owned by: <ul style="list-style-type: none"> • the Centre • a community group, club or school • an independent provider Centre could ringfence cash assets within an account of the Centre for use by Satellite. Liabilities would need to be fully understood and agreement on how to settle. | Venue assets (facilities, equipment...) to be owned by facility owner. Some equipment might be owned by the Centre and stored at the Venue. Facility user agreement to outline terms and responsibilities. |
| Financial Reporting | Centre must file financial accounts. | Centre must file financial accounts that include the Satellite. Satellite to report finances as appropriate as per roles and responsibilities in MOU/TOR. | n/a – part of the Centre |
| Facility & Asset Management | Different for each Centre depending on facility owner and operator structures/responsibilities at the site, | Different for each Satellite depending on facility owner and operator structures/responsibilities at the site. | This is the responsibility of the facility owner and/or operator. |

| | | | |
|--|--|---|---|
| | however Centre is usually responsible for facility repairs and maintenance. | Facility & asset management responsibilities for the Satellite to be outlined in the MOU/TOR. | |
| Funding Plan & Applications | Centre responsible for their funding plan and funding applications. | Centre responsible for a funding plan for the Satellite and for making funding applications for the Satellite. If the Satellite committee/group is connected to a community group, club or school, they might apply for funding to support the Satellite – to be outlined in the MOU. | n/a – part of the Centre |
| Policies and Regulations | | | |
| Dispute Resolution | Centre responsible for its own dispute resolution policy. | Centre dispute resolution policy will likely need to be updated to include the Satellite. Satellite to use Centre dispute resolution policy. The policy might determine that low-level disputes to be heard/managed by Satellite committee/group, and medium-serious disputes to be escalated to Centre. | Competitions or programmes run by the Centre at the Venue to use Centre dispute resolution policy. Venue likely to also to have their own dispute resolution policy for facility matters. |
| Safe Netball for Children Policy | Centre responsible for its own membership protection policy and can adopt NNZ policy. Two personnel to be identified as Child Safeguarding Representatives (CSR). | Centre membership protection policy will likely need to be updated to include the Satellite. Satellite to use Centre membership protection policy. One Satellite committee/group member to be a CSR for the Satellite. Centre to conduct vetting processes if required. | Centre membership protection policy will likely need to be updated to include the Venue. Competitions or programmes run by the Centre at the Venue to use the Centre membership protection policy. Highly recommended to appointing a CSR specifically for netball delivery at the Venue. |
| Health & Safety Policy with Risk Management | Centre responsible for its own Health & Safety policy. | Centre health & safety policy will likely need to be updated to include the Satellite. Satellite to abide by Centre Health & Safety policy. | Centre health & safety policy will likely need to be updated to include the Venue. Competitions or programmes run by the Centre at the Venue to use the Centre Health & Safety policy and adhere to the facility health & safety policy. |
| Members and Participants | | | |
| Membership Categories | May include Member Clubs, Member Schools, Other Member Organisations, Individual Members and Life Members, or other categories as appropriate through their constitution. Members must consent to be a member of the Centre. Not all individual participants are required to be constitutional members of the Centre, however it is very important that participants register to participate to ensure they agree to abide by the rules and regulations of the Centre, the Zone Entity (if any) and NNZ. | Satellite does not have its own members. Members participating in the Satellite are members of the Centre. Individual participants in the Satellite must register to participate to ensure they agree to abide by the rules and regulations of the Centre, the Zone Entity (if any) and NNZ. Member definitions in the Centre Constitution, and registration processes in the Centre Regulations will likely need to be updated to include those participating in the Satellite. | Members participating at the Venue are members of the Centre. Individual participants at the Venue must register to participate to ensure they agree to abide by the rules and regulations of the Centre, the Zone Entity (if any) and NNZ. |

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| Membership Return and Register | Centre must maintain a register of all members and others involved in netball as set out in the NNZ regulations. Complete bi-annual returns to the Zone/NNZ. | Centre must maintain a register of all members and others involved in netball, including those participating in the Satellite, and include these in their bi-annual returns to the Zone/NNZ. Satellite registration processes must ensure all participants are registered with the Centre. | Centre must maintain a register of all members and others involved in netball, including those participating in the the Venue, and include these in their bi-annual returns to the Zone/NNZ. |
| Member Voting | As per Centre Constitution. | Members participating in the Satellite are members of the Centre and voting is as per the Centre Constitution. A process for decisions regarding Satellite operations could be included in the Centre Constitution or Regulations and outlined in the MOU/TOR. | Members participating at the Venue are members of the Centre and voting is as per the Centre Constitution. |
| Structure and Roles | Governed by Board or Committee. Operations by staff, contractors, and/or volunteers. Some Centres utilise sub-committees for specific operational areas. Constitution will outline any required Board/Committee roles. | Satellite is governed by the Centre Board or Committee and is required to abide by the Constitution and Regulations of the Centre. Satellite operations to be determined by the Satellite committee/group. A Terms of Reference (TOR) or a Memorandum of Understanding (MOU) is in place to outline the operational responsibilities of the local committee/group and the Centre: <ul style="list-style-type: none"> • TOR - if the Satellite committee/group is connected as a branch of the Centre organisational structure. • MOU - if the Satellite committee/group is run by a separate community group, club or school. | Competitions or programmes run by the Centre at the Venue are governed by Centre Board or Committee. Operations by Centre staff and/or volunteers. Some operational responsibilities may also be delivered by the facility operators, to be outlined in facility user agreement. |
| Member Representation on Committees | Sometimes Centres require representatives from schools and clubs to have roles on committees. Refer Centre Constitution. | Composition of the Satellite committee/group to be determined by the Satellite committee/group and approved by the Centre. A Satellite representative may be required to have a role on the Centre Committee/Board | n/a |
| Operations | | | |
| Playing Rules | Centre has its own playing rules. Centre to align with NNZ policies and regulations e.g. Junior Netball Policy, NNZ Regulations. | Satellite playing rules to be determined by the Satellite committee/group, although they must align with the governing policies/rules of the Centre. Satellite might apply the same playing rules as the Centre's other competitions or have its own playing rules informed by local insights. Satellite to align with NNZ policies and regulations e.g. Junior Netball Policy, NNZ Regulations. | Playing rules for competitions or programmes run by the Centre at the Venue are to be determined by the Centre and align with NNZ policies and regulations e.g. Junior Netball Policy, NNZ Regulations. |
| Competition Delivery | Centre runs its own competitions. Centre to align with NNZ policies and guidelines e.g. Junior Netball Policy, Secondary School Guidelines. | Satellite competition and programme format and schedule to be determined by the Satellite committee/group, although they must align with the governing policies/rules of the Centre. Satellite committee/group to communicate effectively with the Centre to reduce Centre-Satellite schedule clashes. Satellite to align with NNZ policies and guidelines e.g. Junior Netball Policy, Secondary School Guidelines. Centre might also run combined events or tournaments that welcome participants from the Satellite and the Centre's other competitions. | Competitions or programmes run by the Centre at the Venue are determined by the Centre. Centre might also run events or tournaments that welcome participants from the Venue and the Centre's other competitions. Competitions and programmes to align with NNZ policies and guidelines e.g. Junior Netball Policy, Secondary School Guidelines. |

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| Playing Fees | Centre determines the fees. Fees are paid direct to Centre as part of registration process. | Satellite playing fees to be determined by the Satellite committee/group, although they must align with the governing policies/rules of the Centre. Satellite playing fees are paid direct to Centre as part of registration process, unless otherwise specified in the MOU/TOR. Where possible, Satellites should have the same fee costs and structure as competitions run at the Centre. However, the Satellite might have different fees as informed by local insights or to address specific local needs. Satellite committee/group to work closely with the Centre and communicate effectively with the Centre to set the fees. | Centre determines the fees. Fees are paid direct to Centre as part of registration process. |
| Zone/NNZ Fees | Zone/NNZ determine the Zone/NNZ fees. These are included in the Centre's participant fees and the Centre pays these to the Zone. | Zone/NNZ determine the Zone/NNZ fees. These are included in the Satellite participant fees and the Centre pays these to the Zone. | Zone/NNZ determine the Zone/NNZ fees. These are included in the participant fees and the Centre pays these to the Zone. |
| Umpire Development | Centre to coordinate, with support from Zone. Some Centres run development independently, others connect with opportunities offered by other Centres. | Centre to coordinate development opportunities which include those for participants at the Satellite. Recommended that Satellite committee/group includes an umpire support position e.g. Umpire Coordinator or Umpire Coach who works closely with the Centre Umpire Coordinator. | Centre to coordinate development opportunities which include those for participants at the Venue. |
| Coach Development | Centre to coordinate, with support from Zone. Some Centres run development independently, others connect with opportunities offered by other Centres. | Centre to coordinate development opportunities which include those for participants at the Satellite. Recommended that Satellite committee roles include a coach support position e.g. Coach Coordinator or Coach Developer who works closely with the Centre Coach Coordinator. | Centre to coordinate development opportunities which include those for participants at the Venue. |
| Representative Teams | Run by the Centre Centre to align with NNZ policies and guidelines e.g. Regulations, Secondary School Guidelines. | Run by the Centre. Participants at the Satellite are eligible for Centre representative teams. Centre may opt to offer additional/separate representative teams specifically for Satellite participants so they can represent their local area. Centre Constitution and Rules will likely need to be updated to include Satellite participants eligibility for Representative teams. Teams to align with NNZ policies and guidelines e.g. Regulations, Secondary School Guidelines. | Run by the Centre. Participants in Venue competitions run by the Centre are eligible for Centre representative teams. |

Next Steps if Considering Change

If your Netball Centre would like to explore changing from a stand-alone Centre to operating multiple venues, working with other Centres as part of a Partnership Agreement, becoming a satellite or venue of another Centre, please contact your Zone for further support. It is important to understand your drivers of change, to help guide the outcome you are looking for.

Our hope is that Centres have the most sustainable platform to effectively run local netball, and where people have great experiences.

Netball Northern: Claire Beuvink, claire.beuvink@netballnorthern.co.nz

Netball Waikato Bay of Plenty: Leigh Ashton: relationshipmanager@netballwbop.co.nz

Netball Central: Ann Hay: AnnH@netballcentral.co.nz

Netball Mainland: Jacinda Valentine: Jacinda.Valentine@netballmainland.co.nz

Netball South: Rita Coe: rita.coe@netballsouth.co.nz



Appendix 1: Netball System Roles and Responsibilities

Schools and Clubs - Provide

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| Participation opportunities | <ul style="list-style-type: none"> Providing the access and opportunity to participate in Netball. Complete administrative processes and enter teams in competitions. Build strong relationships and communication with members and Centres. |
| Development opportunities | <ul style="list-style-type: none"> Support and access development opportunities for players, managers, coaches, umpires, officials and volunteers. |
| Create positive, fair and an inclusive environment | <ul style="list-style-type: none"> Create a positive, fair, and inclusive environment around all aspects of Netball. Advocate on behalf of members for principles of fair play and equity. |
| Grow the game | <ul style="list-style-type: none"> Attract and grow players, managers, coaches, umpires, officials, and volunteers to support the delivery of Netball. Retain and grow participation. Promote and enhance Netball's profile. |



Centres - Deliver

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| Programmes and Competition | <ul style="list-style-type: none"> Deliver quality programmes and competitions that provide inclusive, accessible, and enjoyable participation opportunities and performance pathways that meet the needs of local communities. Align with the Netball in New Zealand Strategy (Poipoi) and its programmes and philosophies. Provide fun, safe, and welcoming environments through implementation and compliance with national policies and guidelines. Implement best practice governance within the Centre. |
| Promotion, communication, and relationships | <ul style="list-style-type: none"> Enhance the local profile of Netball. Retention and growth of membership numbers. Recognise and celebrate volunteers and Life Members. Build strong relationships with Zones, local partners and funders, schools and clubs. |
| Training and Development | <ul style="list-style-type: none"> Provide volunteer development and support. Support player development through appropriate development programmes and representative teams. Promote and support opportunities for player, coach, and umpire development within Centre or across clusters. |
| Facilities | <ul style="list-style-type: none"> Maintain and provide high quality training and playing facilities as appropriate. |



Zone - Enable

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| Strategy, leadership, and relationships | <ul style="list-style-type: none"> Provide Zone plan which aligns with the Netball in New Zealand strategy (Poipoi) as well as NNZ programmes and philosophies. Support development of Centre strategies and annual plans that align with the Netball in New Zealand strategy (Poipoi) and philosophies and meet the needs of Centres and their communities. |
| Promotion of the game | <ul style="list-style-type: none"> Enhance Netball's profile across the Zone. Connect National Elite League/National Netball League athletes to the community game. Build strong relationships with local partners, funders and explore other partnership opportunities. |
| Support | <ul style="list-style-type: none"> Support the implementation and compliance with national policies and guidelines. Support best practise governance at Centre level. Support the development of capable people, systems and processes through training as needed. |
| Programmes | <ul style="list-style-type: none"> Lead/support the coordination of delivery of programmes for players, coaches, officials and volunteers. |



Netball New Zealand - Create

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| Strategy, leadership, and relationships | <ul style="list-style-type: none"> Strategic leadership of Netball in New Zealand, development of the national strategy (Poipoi) and its frameworks. Lead national funding and commercial relationships. Lead national level policies and connected education plans that underpin the integrity of the sport. Build strong international relationships with World Netball and other national entities. |
| Advocate and promote | <ul style="list-style-type: none"> Advocate for Netball and women's sport. Deliver quality national tournaments, elite competitions and international events. Marketing and promotion of Netball in New Zealand, the Silver Ferns and the National Elite League. |
| Training and Development | <ul style="list-style-type: none"> Training and professional development for the delivery network. |
| Programmes | <ul style="list-style-type: none"> Research, develop and implement national programmes and resources for all participants. Select and manage national Netball teams. |



Appendix 2: Table of Netball Centres with Membership Size (2024) and Centre Operating Frameworks

| Centre | Membership (2024) | Facility Model | Organisational Structure Model | Partnership Model | Zone |
|--------------------|-------------------|----------------------------|--------------------------------|-------------------------------------|----------|
| North Harbour | 12309 | Centre + Venue | Board + Staff | | Northern |
| Auckland | 11906 | Centre + Venue | Board + Staff | | Northern |
| Netball Wellington | 7963 | Centre + Satellite | Board + Staff | | Central |
| Hawkes Bay | 6991 | Centre + Venue | Board+ Staff | | Central |
| Christchurch | 6437 | Centre + Venue | Board+ Staff | | Mainland |
| Hamilton | 6403 | Centre + Venue | Board+ Staff | | WBOP |
| Waitakere | 5778 | Centre Only | Board+ Staff | | Northern |
| Tauranga | 5175 | Centre + Venue | Board+ Staff | | WBOP |
| Hutt Valley | 4620 | Centre + Venue | Board+ Staff | | Central |
| Taranaki | 4132 | Centre + Venue | Board+ Staff | | Central |
| Manawatu | 3999 | Centre + Venue | Board+ Staff | | Central |
| Howick/Pakuranga | 3197 | Centre + Venue + Satellite | Committee + Staff/Volunteers | | Northern |
| Papakura | 3011 | Centre Only | Board+ Staff | | Northern |
| Whangarei | 2885 | Centre Only | Board+ Staff | | Northern |
| Nelson | 2800 | Centre + Venue | Board+ Staff | Centre Partnership with Lead Centre | Mainland |
| Invercargill | 2709 | Centre Only | Board+ Staff | | South |
| Dunedin | 2656 | Centre Only | Board+ Staff | | South |
| Pukekohe | 2615 | Centre Only | Committee + Staff/Volunteers | | Northern |
| North Canterbury | 2510 | Centre + Venue | Committee + Staff/Volunteers | Centre Partnership with Lead Centre | Mainland |
| Selwyn | 2294 | Centre + Venue | Committee + Staff/Volunteers | Centre Partnership with Lead Centre | Mainland |
| Mid Canterbury | 2280 | Centre Only | Committee + Staff/Volunteers | | Mainland |
| Kapiti | 2073 | Centre Only | Board+ Staff | | Central |
| South Canterbury | 1957 | Centre + Venue | Committee + Staff/Volunteers | Centre Partnership with Lead Centre | Mainland |
| Whanganui | 1944 | Centre + Venue | Board+ Staff | | Central |
| Gisborne | 1896 | Centre + Venue | Board+ Staff | | WBOP |
| Wairarapa | 1807 | Centre Only | Board+ Staff | | Central |
| Marlborough | 1524 | Centre Only | Committee + Staff/Volunteers | Centre Partnership with Lead Centre | Mainland |
| Rotorua | 1429 | Centre Only | Committee + Volunteers | | WBOP |
| Kapi Mana | 1410 | Centre Only | Board+ Staff | | Central |
| Kerikeri | 1366 | Centre Only | Committee + Volunteers | | Northern |
| Waiuku | 1281 | Centre Only | Committee + Volunteers | | Northern |
| Whakatane | 1182 | Centre Only | Committee + Staff/Volunteers | | WBOP |
| Te Awamutu | 1014 | Centre + Venue | Committee + Volunteers | | WBOP |
| Taupo | 1012 | Centre + Venue | Committee + Staff/Volunteers | | WBOP |
| North Otago | 976 | Centre Only | Committee + Volunteers | | South |
| Wakatipu | 967 | Centre + Venue | Committee + Volunteers | | South |
| Cambridge | 896 | Centre + Venue | Committee + Staff/Volunteers | | WBOP |
| Eastern Southland | 877 | Centre Only | Committee + Volunteers | | South |

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|-------------------|-----|----------------|------------------------------|---|----------|
| Manurewa | 828 | Centre Only | Board+ Staff | | Northern |
| West Coast | 804 | Centre Only | Committee + Volunteers | Centre Partnership with Lead Centre | Mainland |
| Mangere/Otahuhu | 791 | Centre Only | Committee + Volunteers | | Northern |
| Motueka | 780 | Centre Only | Committee + Volunteers | Centre Partnership with Lead Centre | Mainland |
| South Otago | 733 | Centre Only | Committee + Volunteers | | South |
| Rodney | 719 | Centre Only | Committee + Staff/Volunteers | | Northern |
| Morrinsville | 716 | Centre Only | Committee + Volunteers | Centre Cluster | WBOP |
| Horowhenua | 712 | Centre Only | Committee + Volunteers | | Central |
| Kaipara | 711 | Centre Only | Committee + Volunteers | | Northern |
| Upper Clutha | 680 | Centre Only | Committee + Volunteers | | South |
| Central Otago | 674 | Centre Only | Committee + Volunteers | | South |
| Central Southland | 664 | Centre Only | Committee + Volunteers | | South |
| Matamata | 618 | Centre + Venue | Committee + Volunteers | Centre Cluster | WBOP |
| Mangonui | 600 | Centre Only | Committee + Volunteers | | Northern |
| Waihi | 600 | Centre Only | Committee + Volunteers | Centre Cluster + Centre as part of a Sports Hub | WBOP |
| Tokoroa | 515 | Centre Only | Committee + Volunteers | | WBOP |
| Taumarunui | 503 | Centre Only | Committee + Volunteers | | WBOP |
| Bay of Islands | 470 | Centre Only | Committee + Volunteers | | Northern |
| Maniapoto | 460 | Centre + Venue | Committee + Volunteers | | WBOP |
| Te Aroha | 378 | Centre + Venue | Committee + Volunteers | Centre Cluster | WBOP |
| Dannevirke | 372 | Centre Only | Committee + Volunteers | | Central |
| Hauraki Plains | 362 | Centre Only | Committee + Volunteers | Centre Cluster + Centre as part of a Sports Hub | WBOP |
| Malvern | 358 | Centre Only | Committee + Volunteers | Centre Partnership with Lead Centre | Mainland |
| Northern Wairoa | 355 | Centre Only | Committee + Volunteers | | Northern |
| Otorohanga | 355 | Centre Only | Committee + Volunteers | | WBOP |
| Taiari Plains | 338 | Centre Only | Committee + Volunteers | | South |
| Mercury Bay | 337 | Centre Only | Committee + Volunteers | Centre Cluster | WBOP |
| Hurunui | 325 | Centre Only | Committee + Volunteers | Centre Partnership with Lead Centre | Mainland |
| Hokitika | 310 | Centre Only | Committee + Volunteers | Centre Partnership with Lead Centre | Mainland |
| Kaikoura | 310 | Centre Only | Committee + Volunteers | Centre Partnership with Lead Centre | Mainland |
| Te Puke | 273 | Centre Only | Committee + Volunteers | | WBOP |
| Buller | 260 | Centre Only | Committee + Volunteers | Centre Partnership with Lead Centre | Mainland |
| Eastern Waikato | 252 | Centre Only | Committee + Volunteers | | WBOP |
| Putaruru | 250 | Centre Only | Committee + Volunteers | | WBOP |
| Geraldine | 235 | Centre Only | Committee + Volunteers | Centre Partnership with Lead Centre | Mainland |
| Thames | 229 | Centre Only | Committee + Volunteers | Centre Cluster | WBOP |
| Menzies | 221 | Centre Only | Committee + Volunteers | | South |
| Taihape | 214 | Centre Only | Committee + Volunteers | | Central |
| Paeroa | 176 | Centre Only | Committee + Volunteers | Centre Cluster + Centre as part of a Sports Hub | WBOP |
| Waimate | 170 | Centre Only | Committee + Volunteers | Centre Partnership with Lead Centre | Mainland |