

**HE RŌPŪ TAUTOKO TITO
WHAKAARI O AOTEAROA
PLAYMARKET.ORG.NZ
AGENT. ADVISOR. BOOKSHOP**

**TE RAUTAKI O PLAYMARKET
2021 to 2031**

TABLE OF CONTENTS

Whakatauāki	3
Te Tiriti o Waitangi	3
Te Kaupapa purpose	4
Te Whakakitenga vision	4
Ngā hua outcomes	
Amorangi Leadership	5
Mahi Tahi Collaboration	6
Turangawaewae Belonging	7
He Whakaarotau priorities	8
Te Rautaki on a page	9
Appendices	
Flow chart – vision and outcomes	10
Timeline	11
He Rārangi kupu glossary	12

WHAKATAUĀKĪ

Kia whakatomuri te haere whakamua

I walk backwards into the future with my eyes fixed on my past

This whakatauākī relates to both past and present.

The past is central to, and shapes, both present and future identity.

From this perspective, we carry our past into the future. The strength of doing this, is that ancestors are ever present, existing both within the spiritual realm and in the physical, alongside the living.

TE TIRITI O WAITANGI

Signed in 1840 by leaders of hapū and the Crown, Te Tiriti o Waitangi confirmed Māori rights as tangata whenua and provided a place and a shape of governance for Pākehā in Aotearoa.

Today, Te Tiriti o Waitangi is seen as a commitment under which Māori and all others in Aotearoa may live together in the spirit of honourable relationships with the promise to take the best possible care of each other.

Aotearoa is an increasingly multicultural nation and Te Tiriti o Waitangi is inclusive of today's new settlers. As with earlier immigrants, their place to stand comes with an expectation that they will live here in a way that respects the commitments of Te Tiriti o Waitangi and the position of Māori as tangata whenua.

The principles of Te Tiriti o Waitangi provide the framework for how we will meet our obligations under Te Tiriti in our day-to-day work. They are the principles of partnership, participation, and protection.

- **Participation** – Acknowledges sovereignty/governance.

This means ensuring equal participation at all levels, and Māori have input into decision-making that directly affects Māori.

- **Protection** – Acknowledges the protection of rights, benefits, and possessions.

This means that tikanga Māori and taonga such as Te Reo Māori are respected and given equal footing to the tikanga and taonga of other cultures.

- **Partnership** – Acknowledges sovereignty/governance and working together with the same rights and benefits as subjects of the Crown.

This means working together at all levels of the organisation and having a say in the processes and management of the organisation. It also means engaging on relevant work with Māori in the community.

TE KAUPAPA | PURPOSE

This strategy provides a practical way for Playmarket and our partners to understand where we see ourselves in 10 years time, what we will be doing, how we will get there – and how we can work together to achieve success.

This strategy will cover a period of 10 years from 2021 to 2031. After five years, we will review this strategy, evaluate its progress and identify important changes or shifts that may be required.

Our work relies on strong partnerships. We know we can't achieve this strategy without working closely with our partners

Over time you may see Playmarket doing different things or changing how we work – we will keep talking to you about this.

TE WHAKAKITENGA | VISION

He toku tū moana

As durable as a rock pounded by the surf

Our stories are amplified and celebrated locally, nationally, and globally, showcasing the range of creative theatre voices that personify Aotearoa.

HEI WHAKAMĀRAMA | RATIONALE

- In achieving this vision, we recognise the special place of Māori as tangata whenua and the principles of Te Tiriti of Waitangi.
 - We celebrate Aotearoa as part of the spiritual and historic whakapapa of Moana-nui-a-kiva.
 - The vision acknowledges that by 2031, our services will be relevant to and accessible by all playwrights and theatremakers.
 - It recognises the importance we place on understanding the needs and aspirations of these playwrights and theatremakers, and to provide services which meet their needs.
 - It acknowledges that to be trusted, we maintain good working relationships with playwrights and theatremakers.
 - The vision expects that we are nimble and adaptable, and open to doing what we do differently should our environment change.
 - The vision focuses on storytelling, rather than exclusively on playwriting, to enable us to support Aotearoa playwrights and theatremakers exploring new platforms to tell their stories.
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AMORANGI | LEADERSHIP

The playwrights and theatremakers we support have a reputation for excellence – online, nationally, and on the global stage.

HEI WHAKAMĀRAMA | RATIONALE

Our organisation and services are leading edge enabling our playwrights and theatremakers to achieve their full potential, with mana, and with plays of distinction.

To achieve this outcome:

- We will increase the market for our playwrights and theatremakers so more people will experience Aotearoa plays, including increased engagement with schools and tertiary institutions relating to their work.
 - We will identify and provide quality development pathways and production of our playwrights and theatremakers work through identifying works of excellence.
 - We will ensure Aotearoa 's plays have effective national and global circulation.
 - We will ensure professional development, networking and critical discourse opportunities are available for our broad range of Aotearoa theatremakers.
 - We will ensure Playmarket is a strong organisation which builds client and stakeholder trust and confidence through robust and sustainable partnerships.
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MAHI TAHI | COLLABORATION

Our investment in playwrights and theatremakers promotes a nurturing environment for them to excel, bring new voices, new pathways, and innovative ways of taking the theatre to many communities.

HEI WHAKAMĀRAMA | RATIONALE

We are committed to providing the highest level of support that drives us to design programmes focused on promoting plays, playwrights and theatremakers.

To achieve this outcome:

- We work with, and advocate for, those who want a voice as playwrights and theatremakers.
 - We are a platform which amplifies the voices of Aotearoa and supports theatremakers and playwrights to connect with their audiences.
 - We celebrate the special relationship of Aotearoa and our Pacific territories within Moana-nui-a-kiva and celebrate Pasifika playwrights and theatremakers and the voices they bring to Aotearoa theatremaking.
 - We address significant gaps in equity and provide opportunities to accelerate new voices.
 - We have an array of programmes specifically designed to licence, sell, circulate, and promote plays by our clients, both published and unpublished.
 - We are inclusive and relevant in the way we work, and we promote fairness and equity to ensure we showcase plays and curate unique collections of works representative of Aotearoa and its communities.
 - We bring networking opportunities and workshops to cities and towns to help playwrights and theatremakers connect with other theatre practitioners and communities.
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TURANGAWAEWAE | BELONGING

We design a range of services with, and/or led by, Māori playwrights and theatremakers, that support and create space for Māori stories.

HEI WHAKAMĀRAMA | RATIONALE

An essential part of supporting Māori playwrights is to do so in a way that reflects and acknowledges Te Tiriti o Waitangi.

Māori playwrights and theatremakers are confident that they have a voice in framing our understanding of their needs and aspirations and that we can convert these into services that best support them.

To achieve this outcome:

- We build good working relationships with Māori playwrights and theatremakers and understand the support they need for their stories to be successfully told to many audiences.
- Māori capability of staff is strengthened– so there is a good understanding of te ao Māori and how it relates to Māori playwrights, theatremakers and their work.
- We partner with Māori playwrights to review, improve, strengthen and design services to support their storytelling in ways they wish to have their stories told.
- We become part of the ecosystem for Māori playwrights and theatremakers and recognise that we could be a strong positive contributor to that ecosystem.
- Board membership is 50% Māori.

HE WHAKAAROTAU | PRIORITIES

The priorities indicate where Playmarket intends to focus its attention, efforts and resources in the short term (to 2024) and medium term (to 2028).

For the next three years - by 2024:

- Playmarket has measures to gauge its impact over five years, seven years and ten year periods with information obtained through both qualitative and quantitative data collection.
- All Playmarket communications are clear, articulate and consistent to ensure clarity of purpose, vision and direction.
- Māori capability of staff and the Board is growing where they are more capable in working within a te ao Māori context with Māori playwrights and theatremakers.
- A Pou Ārahi Tikanga is now part of the Playmarket team:
 - Helping to build a deeper understanding of Te Tiriti o Waitangi within Playmarket and the work it does, with playwrights and theatremakers and their works.
 - Supporting Māori capability development for the board and staff for their learning and application of te ao Māori, tikanga Māori and te reo Māori across Playmarket.
 - Supporting Playmarket to build working relationships with Māori playwrights and theatremakers to support their plays.
- Playmarket is engaging with Pasifika playwrights and theatremakers to better understand how they can be more visible and have their voices heard through their plays.
- Playmarket has mapped out how it can best support all communities and what that support might look like over the next three to five years.
- Playmarket has extended its connection to theatremakers and communities who have been underrepresented on Aotearoa stages.

For the next five to seven years – by 2026 to 2028:

- The strategy has been reviewed, updated and recalibrated to reflect new circumstances or changes to the Playmarket environment that may have arisen since the strategy was developed.
 - Playmarket's services have been assessed to ensure they remain relevant to Aotearoa playwrights and theatremakers, including identifying services that may need to be added, refreshed, or dropped.
 - Working relationships with playwrights and theatremakers continue to be strengthened and every effort is made to ensure contact is maintained with all clients.
 - By now, Playmarket is supporting more playwrights, theatremakers and plays from all communities, helping to bring them to Aotearoa audiences.
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Te Rautaki o Playmarket 2021-2031

Te Whakakitenga

Vision

He toku tū moana

As durable as a rock pounded by the surf

Our stories are amplified and celebrated locally, nationally, and globally, showcasing the range of creative theatre voices that personify Aotearoa .

Ngā Hua

Outcomes

By 2031

Amorangi

The playwrights and theatremakers we support have a reputation for excellence – online, nationally, and on the global stage.

Mahi Tahī

Our investment in playwrights and theatremakers promotes a nurturing environment for them to excel, bring new voices, new pathways, and innovative ways of taking the theatre to many communities.

Turangawaewae

We design a range of services with, and/or led by, Māori playwrights and theatremakers, that support and create space for Māori stories.

He Arotake

Review

- **2026: Review, refresh, update, and recalibrate** the strategy to reflect new circumstances, or changes to the Playmarket environment ,that may have arisen since the strategy was developed.

Te Pae Tawhiti

Key priorities

Medium term (2026-2028)

- The strategy has been reviewed, updated, and recalibrated to reflect new circumstances or changes to the Playmarket environment that may have arisen since the strategy was developed.
- Playmarket's services have been assessed to ensure they remain relevant to Aotearoa playwrights and theatremakers, including identifying services that may need to be added, refreshed, or dropped.
- Working relationships with playwrights and theatremakers continue to be strengthened and every effort is made to ensure contact is maintained with all clients.
- By now, Playmarket is supporting more playwrights, theatremakers, and plays from all communities, helping to bring them to Aotearoa audiences.

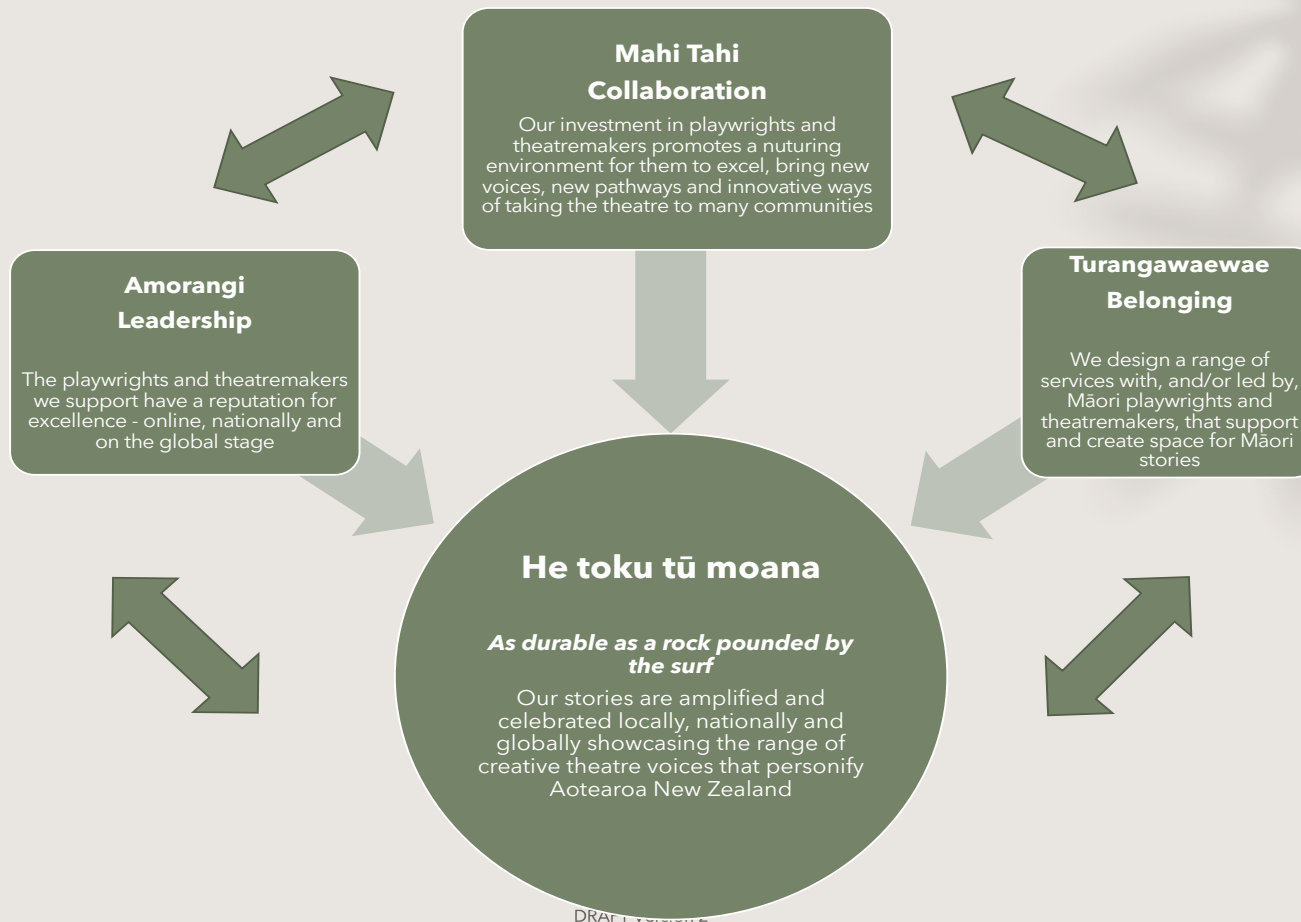
Te Pae Tata

Key priorities

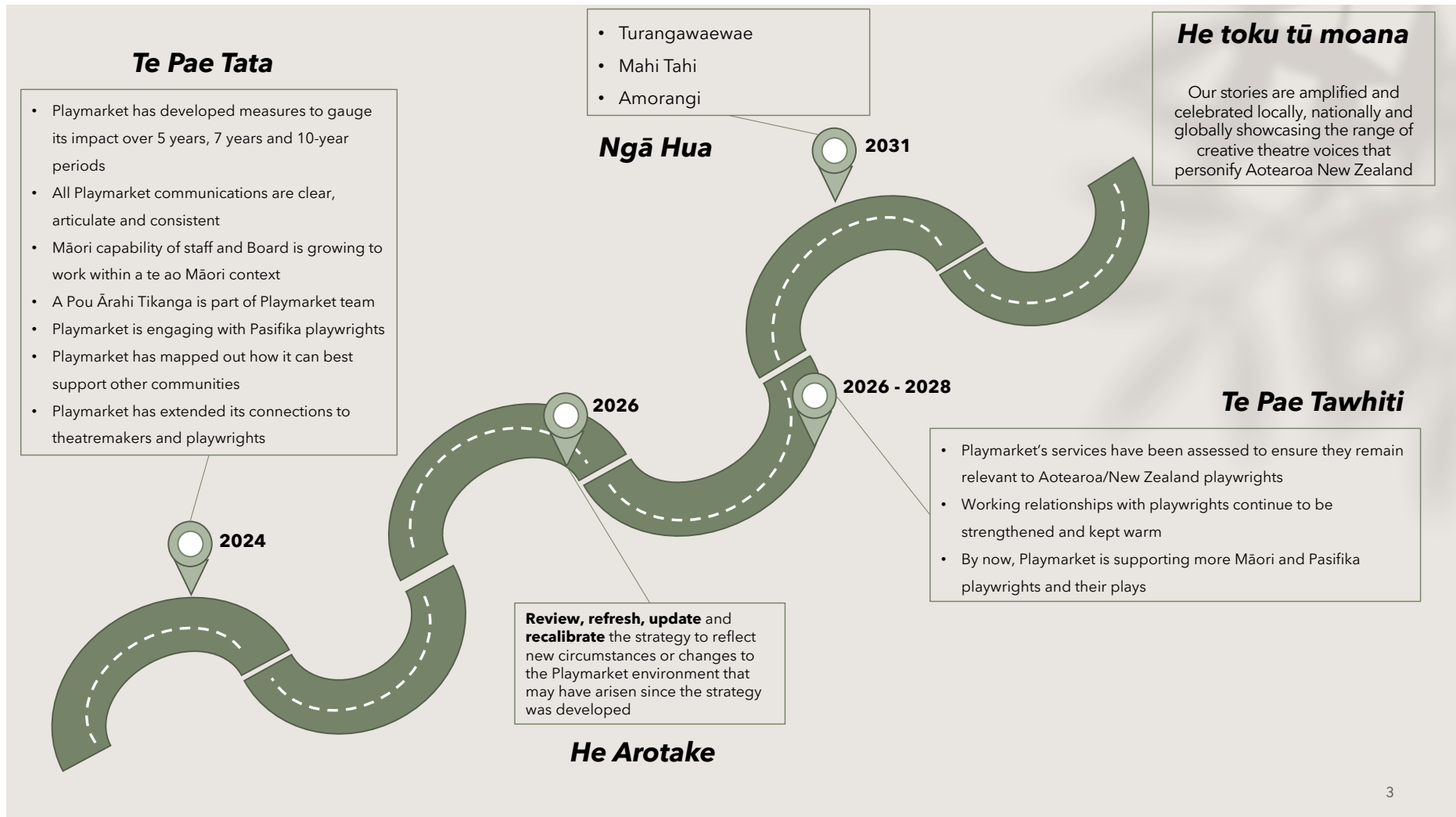
Short term (2024)

- Playmarket will develop measures to gauge its impact over five years, seven years and ten year periods, with information obtained through both qualitative and quantitative data collection.
- All Playmarket communications are clear, articulate and consistent to ensure clarity of purpose, vision and direction.
- Māori capability of staff and the Board is growing where they are more capable in working within a te ao Māori context with Māori playwrights and theatremakers.
- A Pou Ārahi Tikanga is now part of the Playmarket team to support Māori capability development and relationships with Māori.
- Playmarket is engaging with Pasifika playwrights and theatremakers to better understand how they can be more visible and have their voices heard through their plays.
- Playmarket has mapped out how it can best support all communities, and what that support might look like over the next three to five years.
- Playmarket has extended its connections to theatremakers and communities who have been underrepresented on Aotearoa stages.

FLOW CHART – VISION AND OUTCOMES



TIMELINE



HE RĀRANGI KUPU | GLOSSARY

Te Reo Māori	English
Amorangi	Leadership
He Arotake	Review
Hei Whakamārama	Rationale
Mahi Tahi	Work together, collaborate
Mana	Person with influence, status, authority
Ngā Hua	Outcomes
Te Pae Tata	Short term priorities
Te Pae Tawhiti	Medium term priorities
Te Whakakitenga	Vision statement
Tūrangawaewae	Place where one has the right to stand
Whakaarotau	Priorities
