
PUBLIC SECTOR REPUTATION INDEX 2022

KANTAR PUBLIC



58 New Zealand public sector agencies

New agencies in 2022 are: Crown Law Office, Environmental Protection Authority, Human Rights Commission, NZ Infrastructure Commission and Taumata Arowai.

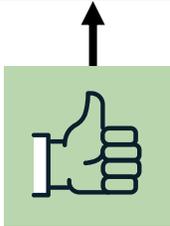
 ATF Te Kōwhirihianga Awhina Hunga Whero		 Aviation Security Service Kaitiaki Take Kōwhirihianga	 BSA BROADCASTING STANDARDS AUTHORITY TE MANA WHANONGA KAIPĀHO	CallaghanInnovation New Zealand's Innovation Agency	 CAA CIVIL AVIATION AUTHORITY O AOTEAROA	 COMMERCE COMMISSION NEW ZEALAND Te Komihana Tauhokohoko	TE MANA WHAKAATU Classification Office	 creative nz ARTS COUNCIL OF NEW ZEALAND TOIAŌ AOTEAROA	 Te Tari Ture o te Karauna Crown Law
 New Zealand DEFENCE FORCE Te Ope Kōwhirihianga	 Department of Conservation Te Papa Atarohi	 DEPARTMENT OF CORRECTIONS ARA POUTAMA AOTEAROA	 Te Tari Taiwhenua Internal Affairs	 Environmental Protection Authority Te Mana Rauhi Takio	 EQC EARTHQUAKE COMMISSION Kaitiaki Take Kōwhirihianga	 EECA Energy Efficiency and Conservation Authority Te Tari Tiaki Pūngao	 FMA FINANCIAL MARKETS AUTHORITY TE MANA TATAI HOKOHOKO - NEW ZEALAND	 FIRE EMERGENCY NEW ZEALAND	 GNS SCIENCE TE PŪ AO
 hpa health promotion agency	 NZ Human Rights HUMAN RIGHTS COMMISSION Te Kaitiaki Take Kōwhirihianga	 Inland Revenue Te Tari Taake	 Kāinga Ora Homes and Communities	 Land Information New Zealand Ioitu te whenua	 MetService	MANAGED ISOLATION AND QUARANTINE	 MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT HIKINA WHAKATUTUKI	 Manatū Taonga Ministry for Culture & Heritage	 MINISTRY OF EDUCATION TE TAHUHU O TE MĀTAURANGA
 Ministry for the Environment Manatū Mo Te Taiao	 NEW ZEALAND FOREIGN AFFAIRS & TRADE MANATŪ AOTEAROA	 MINISTRY OF HEALTH MANATŪ HAUORA	 Te Tūāpapa Kura Kāinga Ministry of Housing and Urban Development	 MINISTRY OF JUSTICE Tahiri o te Ture	 Ministry for Primary Industries Manatū Ahu Matua	 MINISTRY OF SOCIAL DEVELOPMENT TE MANATŪ WHAKAHIATO ORA	 National Emergency Management Agency Te Rākau Whakamaramata	 NEW ZEALAND CUSTOMS SERVICE TE MANA ĀRA O AOTEAROA	 NEW ZEALAND IMMIGRATION
 NEW ZEALAND INFRASTRUCTURE COMMISSION Te Waihanga	 New Zealand POLICE Ngā Pirihimana o Aotearoa	 NEW ZEALAND PRODUCTIVITY COMMISSION Te Kaitiaki Take Kōwhirihianga	 NEW ZEALAND TOURISM	 NEW ZEALAND TRADE & ENTERPRISE	 NZ TRANSPORT AGENCY WAKA KŌHĀHI	 NZ On Air Kōwhirihianga Te Māta	 NIWA Taihoro Nukurangi	 ORANGA TAMARIKI Ministry for Children	PHARMAC TE PĀTAKA WHAIORANGA
 Te Kawa Mataaho Public Service Commission	 RESERVE BANK OF NEW ZEALAND	 RNZ TE RED IRIRĀMEI O AOTEAROA	 SPORT NEW ZEALAND	 Stats NZ Tatauranga Aotearoa	 TAUMATA AROWAI	 TE TAI ŌHANGA THE TREASURY	WORKSAFE		

Reputation is measured across 16 attributes, under four pillars, which are combined into a single reputation score, and an index created with the average being 100.



This year we included a new trust attribute:
'has the best of intentions'

REPUTATION SCORE



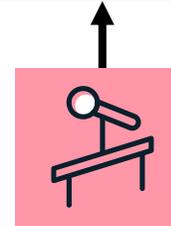
TRUST

- Listens to the public's point of view
- Uses taxpayer money responsibly
- Is trustworthy
- Can be relied upon to protect individuals' personal information
- Has the best of intentions



SOCIAL RESPONSIBILITY

- Behaves in a responsible way towards the environment
- Is a positive influence on society
- Has a positive impact on people's mental and physical wellbeing



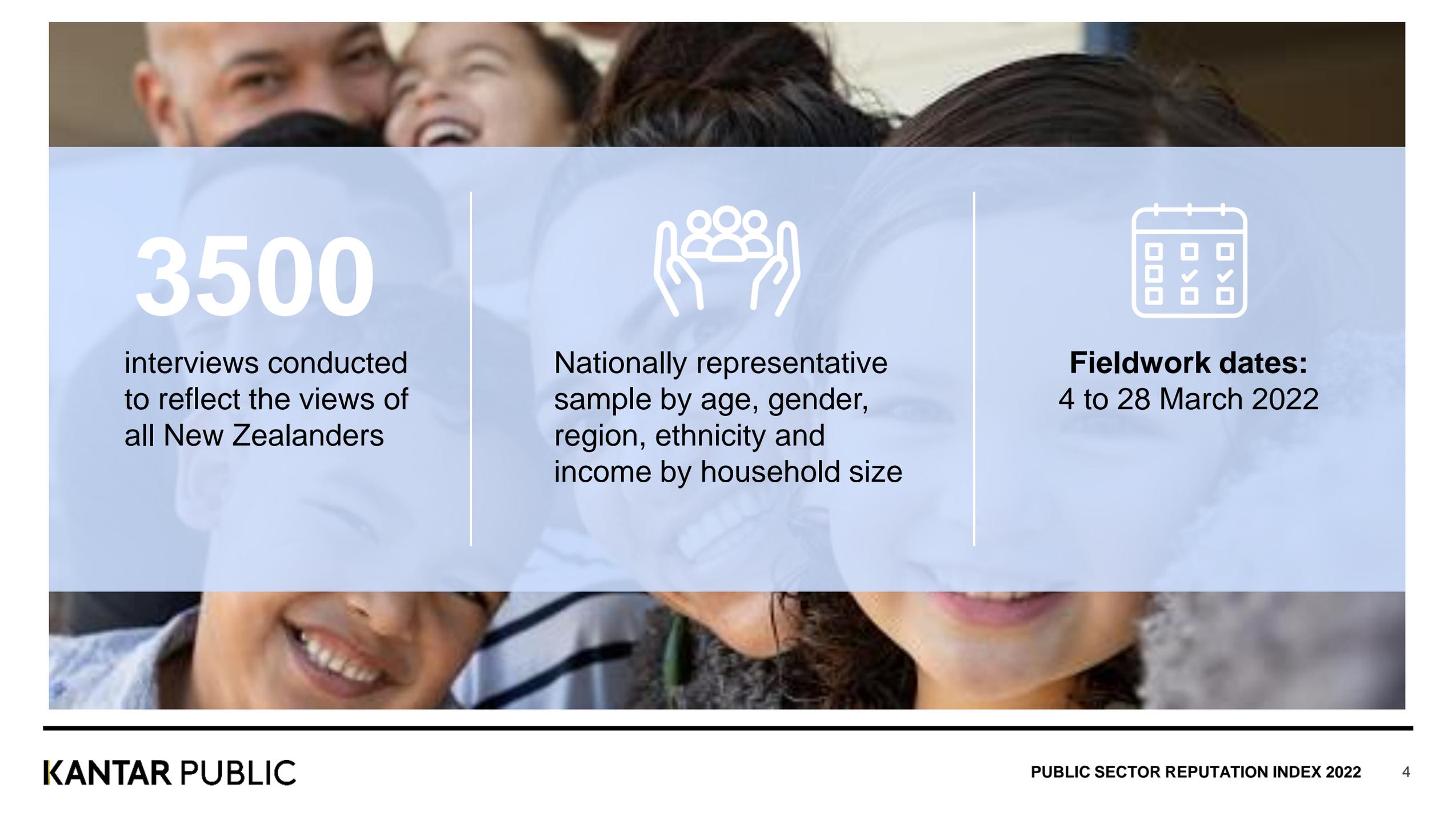
LEADERSHIP

- Is a forward looking organisation
- Contributes to economic growth
- Is easy to deal with in a digital environment
- Is a successful and well-run organisation



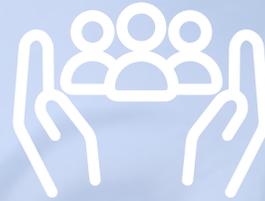
FAIRNESS

- Treats their employees well
- Deals fairly with people regardless of their background or role
- Works positively with Māori
- Works positively with Pacific peoples



3500

interviews conducted
to reflect the views of
all New Zealanders



Nationally representative
sample by age, gender,
region, ethnicity and
income by household size



Fieldwork dates:
4 to 28 March 2022

1

**Who has the
strongest
reputation
in 2022?**



Overall Reputation 2022

TOP 10

Fire and Emergency remains top of the leader board.

AVSEC and NIWA enter the top 10, and the Department of Conservation jumps up from 6th place to claim a podium spot.

118	 FIRE EMERGENCY NEW ZEALAND	▼	110	 NEW ZEALAND CUSTOMS SERVICE TE MANA ĀRAI O AOTEAROA	
112	CallaghanInnovation New Zealand's Innovation Agency		110	 Aviation Security Service Kaitiaki Marama Korerangi	▲
112	 Department of Conservation Te Papa Atawhai	▲	110	 NEW ZEALAND TOURISM	▲
111	 National Emergency Management Agency Te Rākau Whakamarumaru		109	 NIWA Taihoro Nukurangi	▲
111	 MetService		109	 hpa health promotion agency	▲

TOP 5

ON EACH PILLAR

FENZ maintains a strong reputation across all four pillars, but for the first time we see another agency, Callaghan Innovation, take out the top spot on the Leadership pillar.



TRUST



SOCIAL RESPONSIBILITY



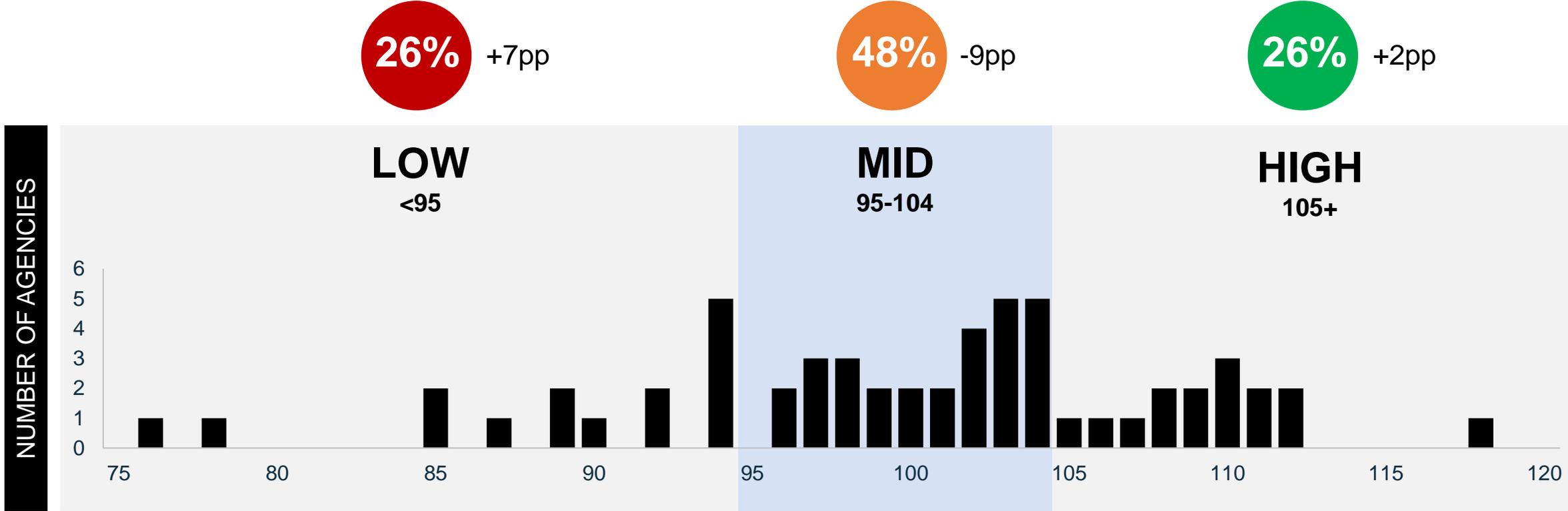
LEADERSHIP



FAIRNESS

	TRUST	SOCIAL RESPONSIBILITY	LEADERSHIP	FAIRNESS
1			CallaghanInnovation New Zealand's Innovation Agency	
2				
3				
4		CallaghanInnovation New Zealand's Innovation Agency		
5	CallaghanInnovation New Zealand's Innovation Agency			

The reputation of public sector agencies is less homogenous in 2022, with fewer clustered around the 'mid-range'.



2

Why should we care about reputation?



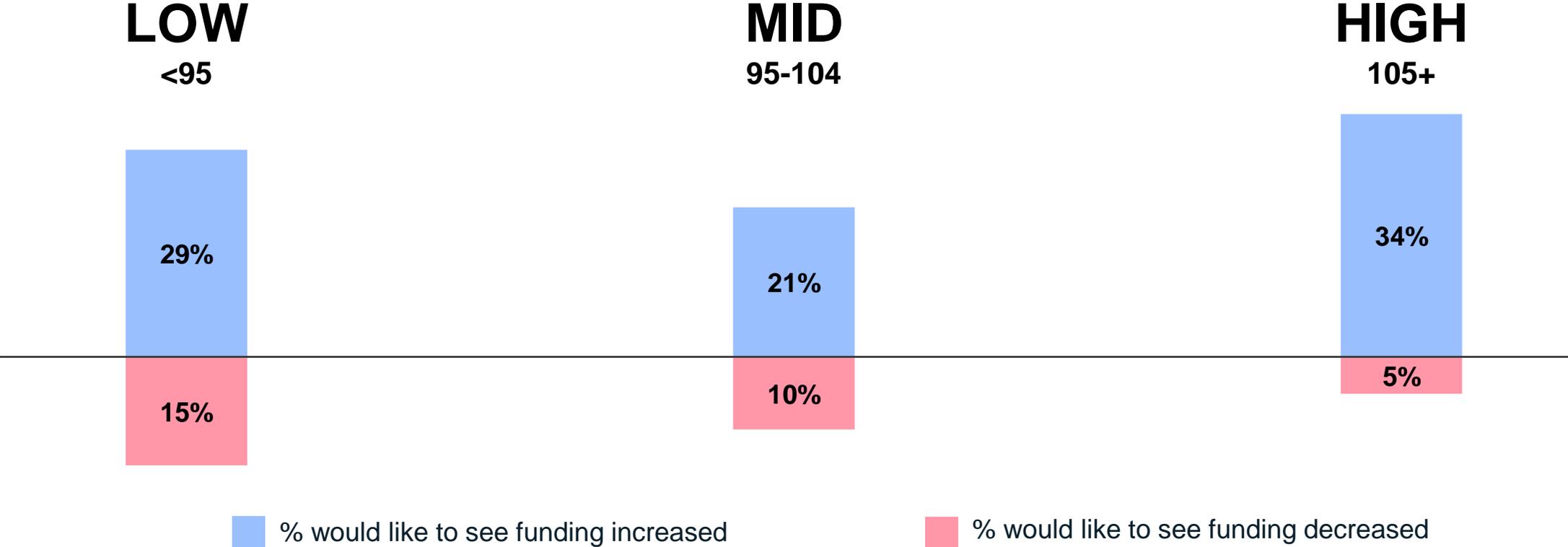
What does a low, medium or high reputation really mean for agencies?

...Last year we found that a **mid or high level reputation** means an agency is *twice as resilient* when issues flare up



Reputation also impacts an agency’s social licence to operate. New Zealanders are more likely to support increased funding for agencies with a high reputation, suggesting these agencies have a stronger social license to operate. Interestingly, there is strong support to increase funding for *some* agencies with a low reputation – this suggests the public don’t feel they have the resources they need to be effective.

Q. Do you think funding for each of the following organisations should be increased, decreased or stay the same?

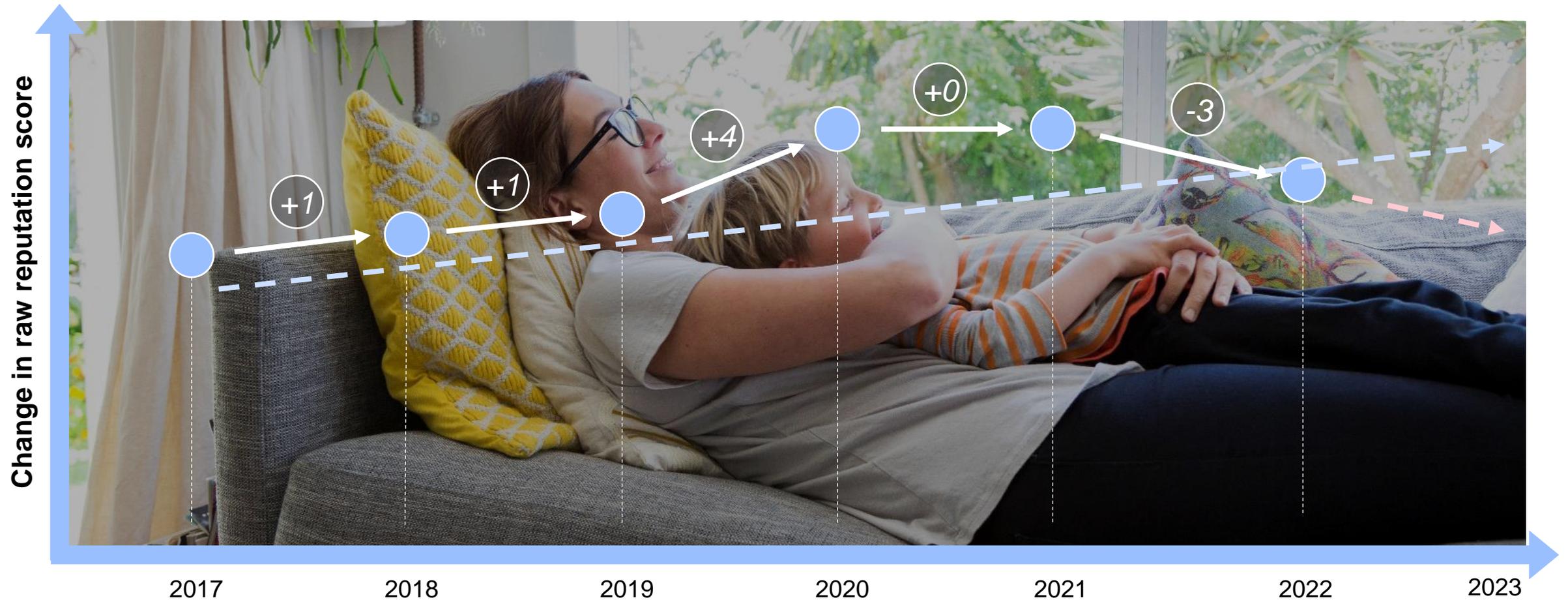


3

What trends in reputation are we seeing?

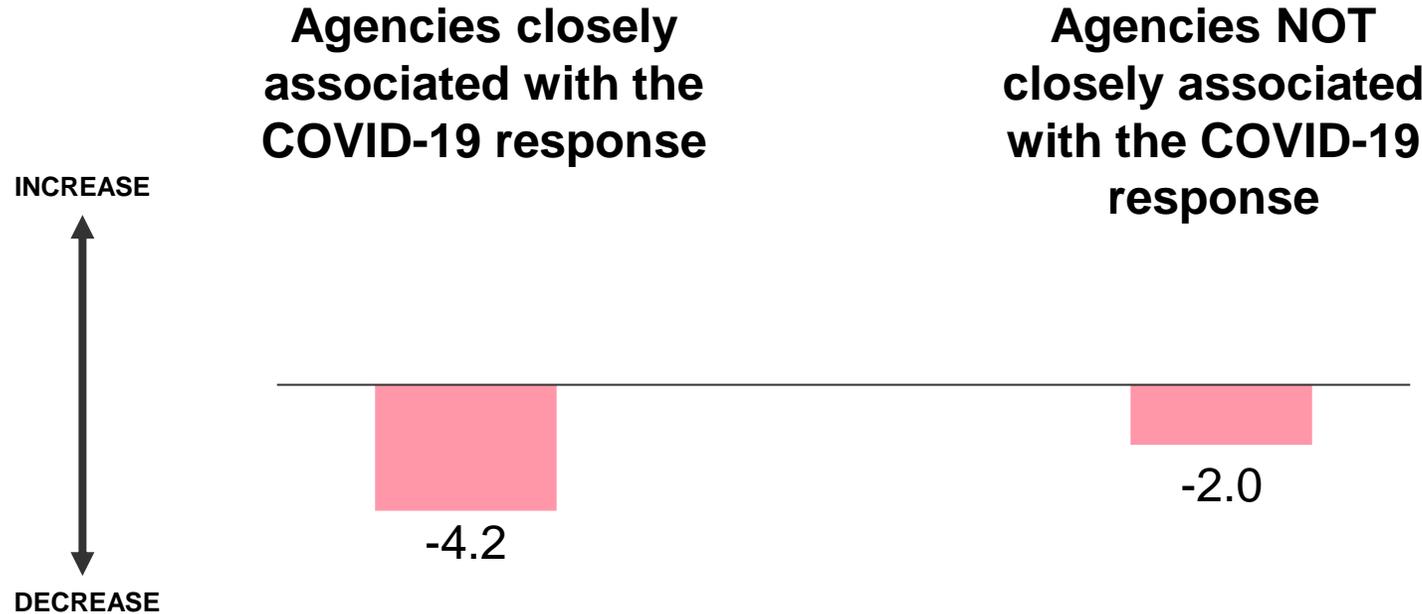


COVID helped to boost the public sector's reputation score by 4 points in 2020. But this year, the sector's overall reputation has declined to near pre-pandemic levels.



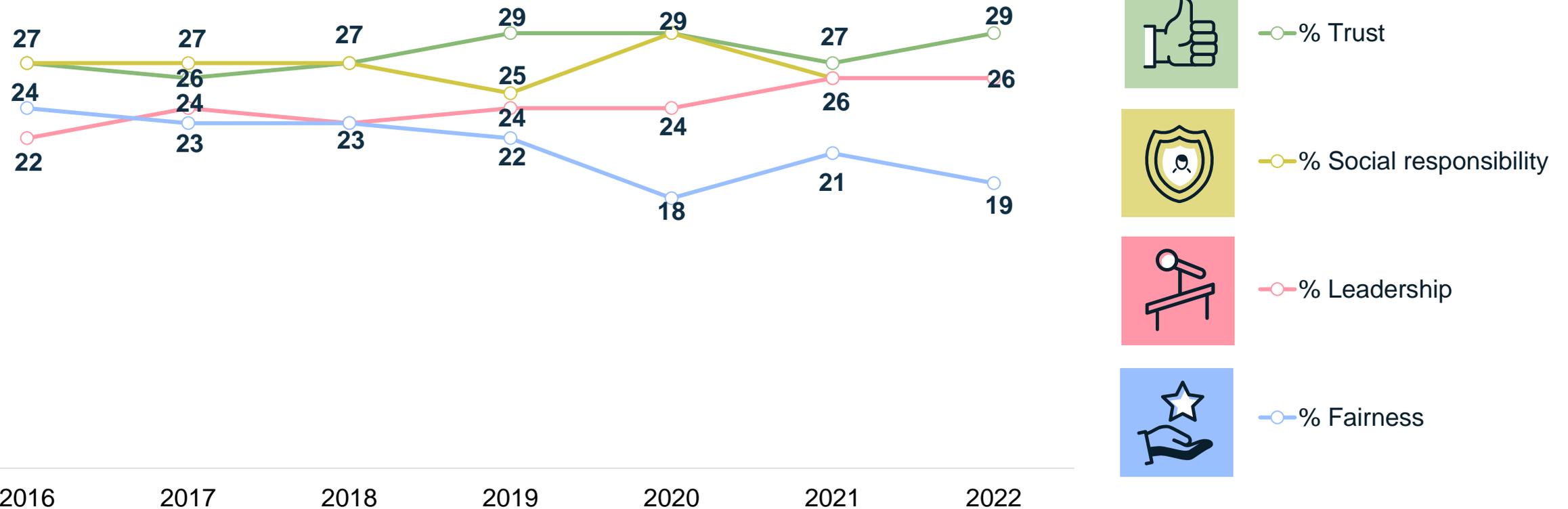
What COVID giveth ... COVID taketh away. Agencies more closely associated with the COVID-19 response have taken a bigger hit to their reputation.

Average change in raw reputation score between 2021 and 2022



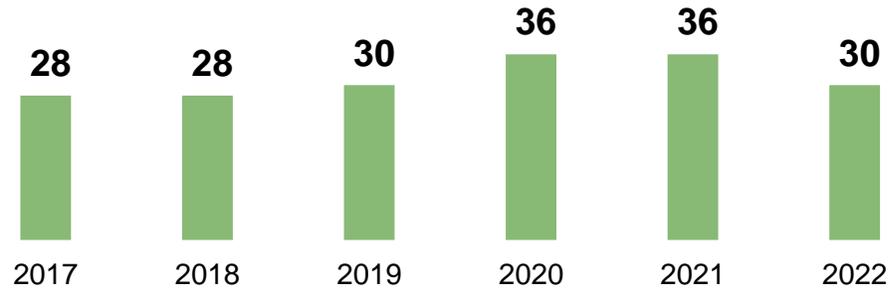
Trust is once more the most important pillar in shaping agency reputation, with Fairness paying the price.

PILLAR IMPACT ON AGENCY REPUTATION

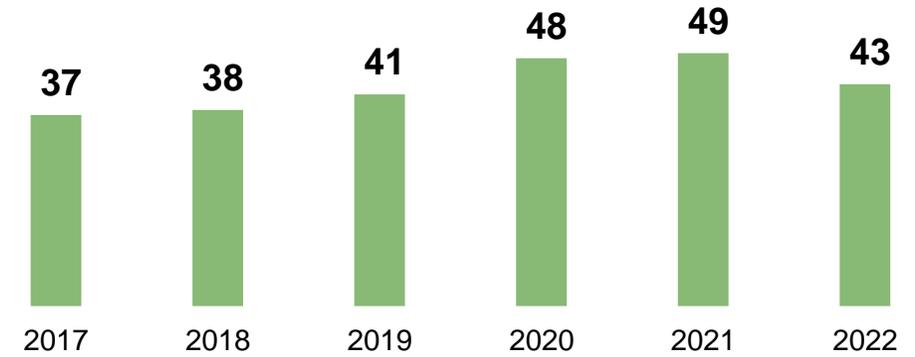


The average agreement scores for each reputational attribute improved notably between 2019 and 2021, especially the trust attributes. However, we haven't held onto these gains, with agreement returning to near pre-pandemic levels for most attributes...

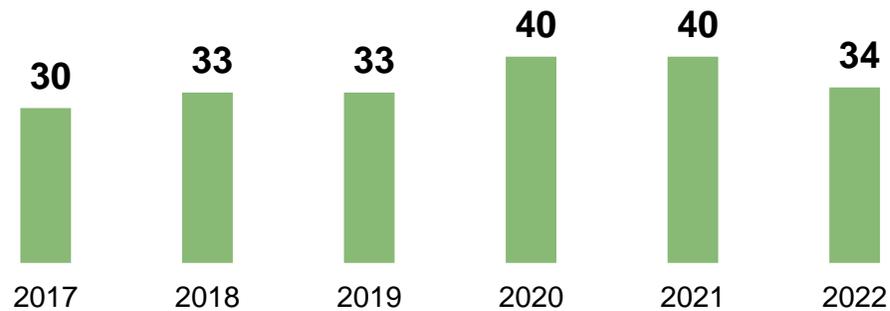
LISTENS TO THE PUBLIC'S POINT OF VIEW



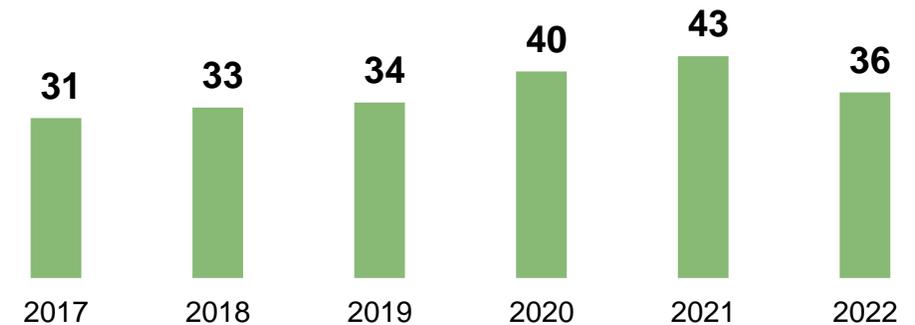
IS TRUSTWORTHY



USES TAXPAYER MONEY RESPONSIBLY

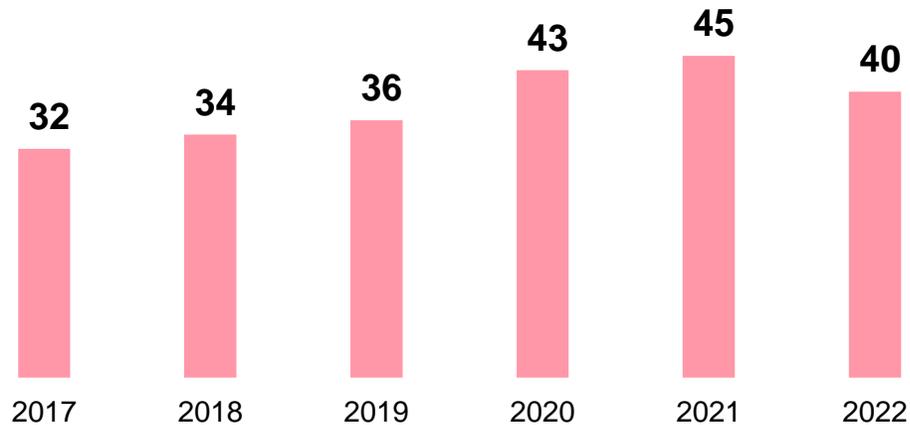


CAN BE RELIED UPON TO PROTECT INDIVIDUALS' PERSONAL INFORMATION

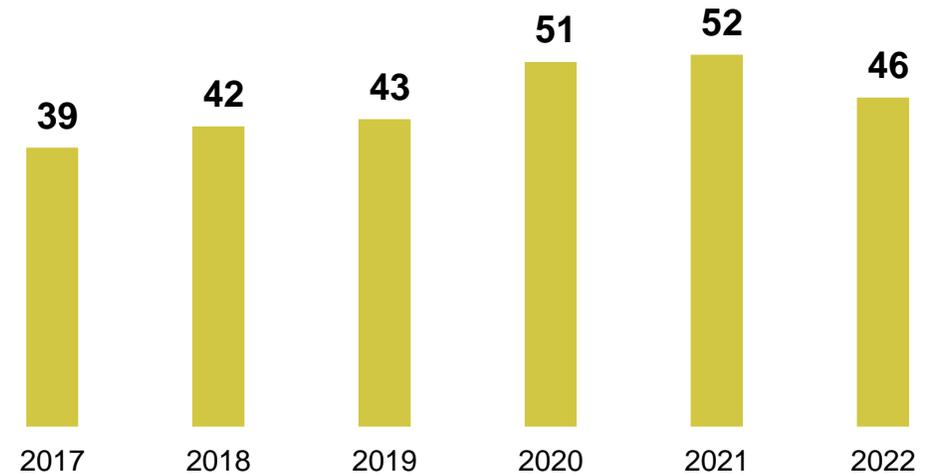


... the key exceptions are contributing to economic growth and being a positive influence on society. Agreement with these two attributes remain four percentage points higher than in 2019*. This suggests one potential outcome of the COVID experience is a greater acceptance that the state has a key role to play in supporting our prosperity and wellbeing.

CONTRIBUTES TO ECONOMIC GROWTH



IS A POSITIVE INFLUENCE ON SOCIETY



4

A question of trust



High levels of trust have no doubt helped us during our COVID response. Elsewhere in the world, **higher levels of trust** have been associated with higher vaccine coverage, and lower levels of infection and fatality.



Indeed, one study found that if all societies had trust in government at least as high as Denmark, which is in the **75th** percentile, the world would have experienced **13%** fewer infections.



Agencies on the trust pillar

TOP 10

Fire and Emergency scores the highest when it comes to trust, followed by NEMA and Customs. Six of the top seven agencies arguably have a key role in protecting lives and our taiao.

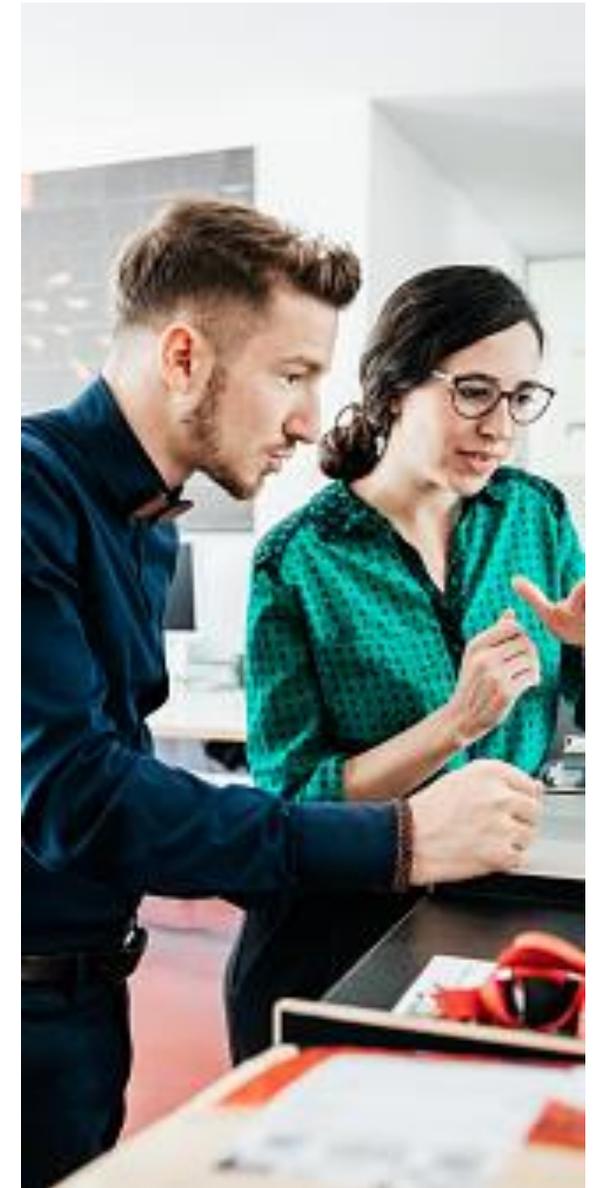
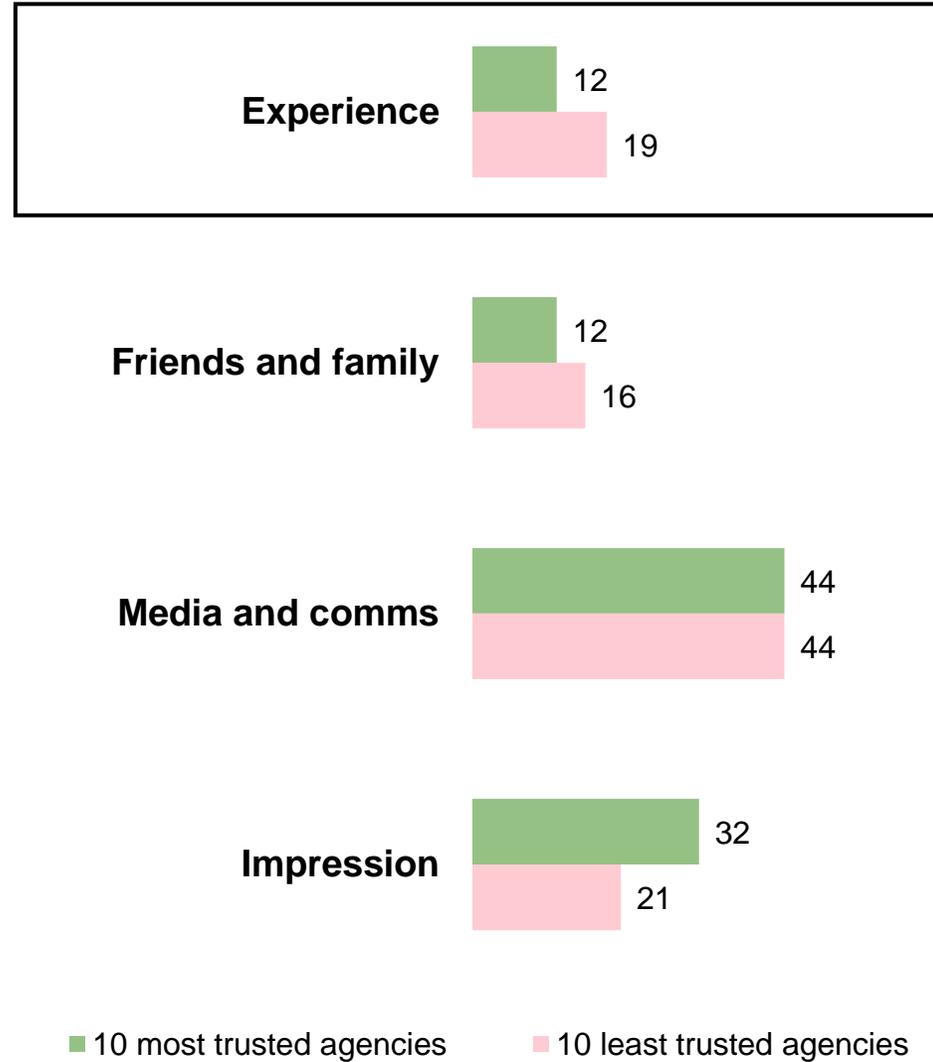
120		111	 Department of Conservation Te Papa Atawhai ▲
113		111	 New Zealand DEFENCE FORCE Te Ope Kātua O Aotearoa
112		110	
112	 Aviation Security Service Kaitiaki Takekōwhiri ▲	109	 TE PŪAO GNS SCIENCE ▲
111	 CallaghanInnovation New Zealand's Innovation Agency	108	 hpa health promotion agency

So, what's the difference between higher and lower performing agencies when it comes to trust?

Media and comms remains the most important source of influence for all agencies. However, less trusted agencies tend to have a reputation more strongly based on customer experience than more highly trusted agencies. This suggests these experiences provide the greatest opportunity to lose trust.

However, delivering positive experiences can also be a powerful way of building trust. Customs and MetService are both in the top 10, and their reputation is more experience-driven.

HOW AGENCIES BUILD THEIR REPUTATION



People also told us they trust organisations when they are seen to be experts in their field, impartial and making solid evidence-based decisions. For these reasons we see a lot of science led agencies in the top 10.

“

“It's a science research division so I think of them as impartial, fair, and therefore trustworthy.”

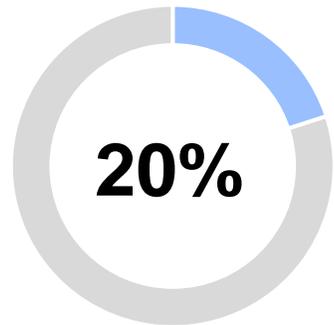
“Is there to give the government expert fact based advice. I trust the science and their research so there is no reason to not find them trustworthy.”

“Science based, forward looking, conducts research, shares knowledge with the public in a transparent way, is concerned with communicating risks to the public.”

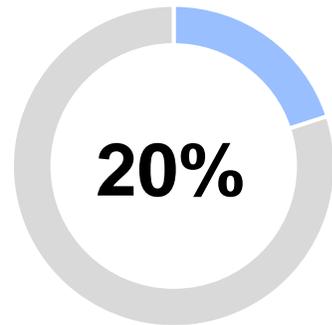
“They play a very important role in determining our economic viability. They are experts in their field and not aligned to any political party.”

The trust attributes are equally important in shaping an agency's reputation, and so attention should be paid to each one to succeed.

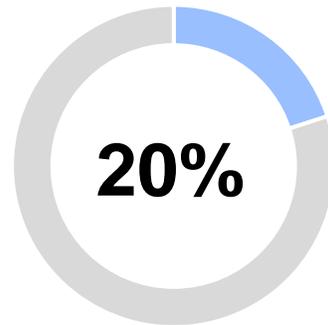
RELATIVE IMPORTANCE OF EACH TRUST ATTRIBUTE



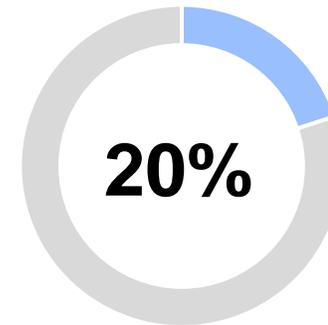
Listens to the public's point of view



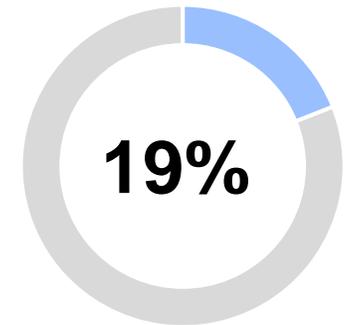
Uses taxpayer money responsibly



Is trustworthy

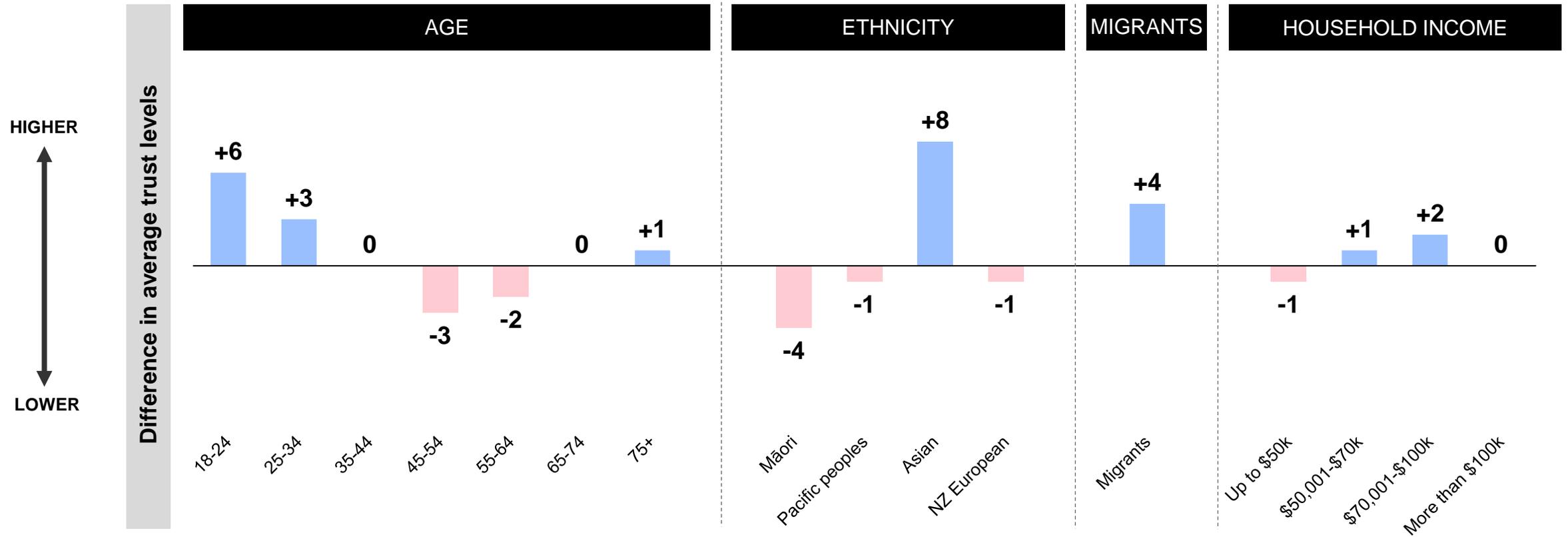


Can be relied upon to protect individuals' personal information



Has the best of intentions

Younger people tend to have higher levels of trust in government organisations, as do Asian New Zealanders and migrants. It is likely that migrants compare their experience with that of their home country. In contrast, Māori are least trusting of government agencies, reflecting current and historical inequities.



5

How does salience impact reputation?

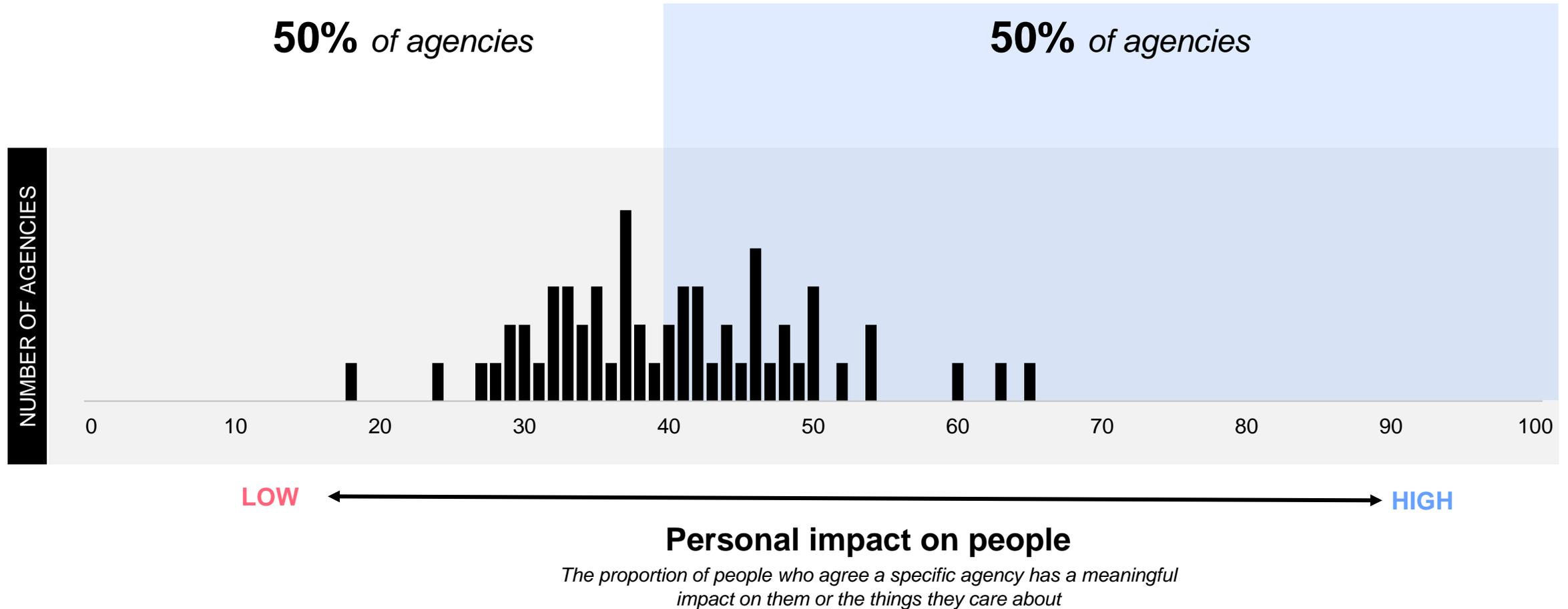


**In 2022 we wanted
to better understand
the **role of emotion**
in shaping the
reputation of public
sector agencies...**



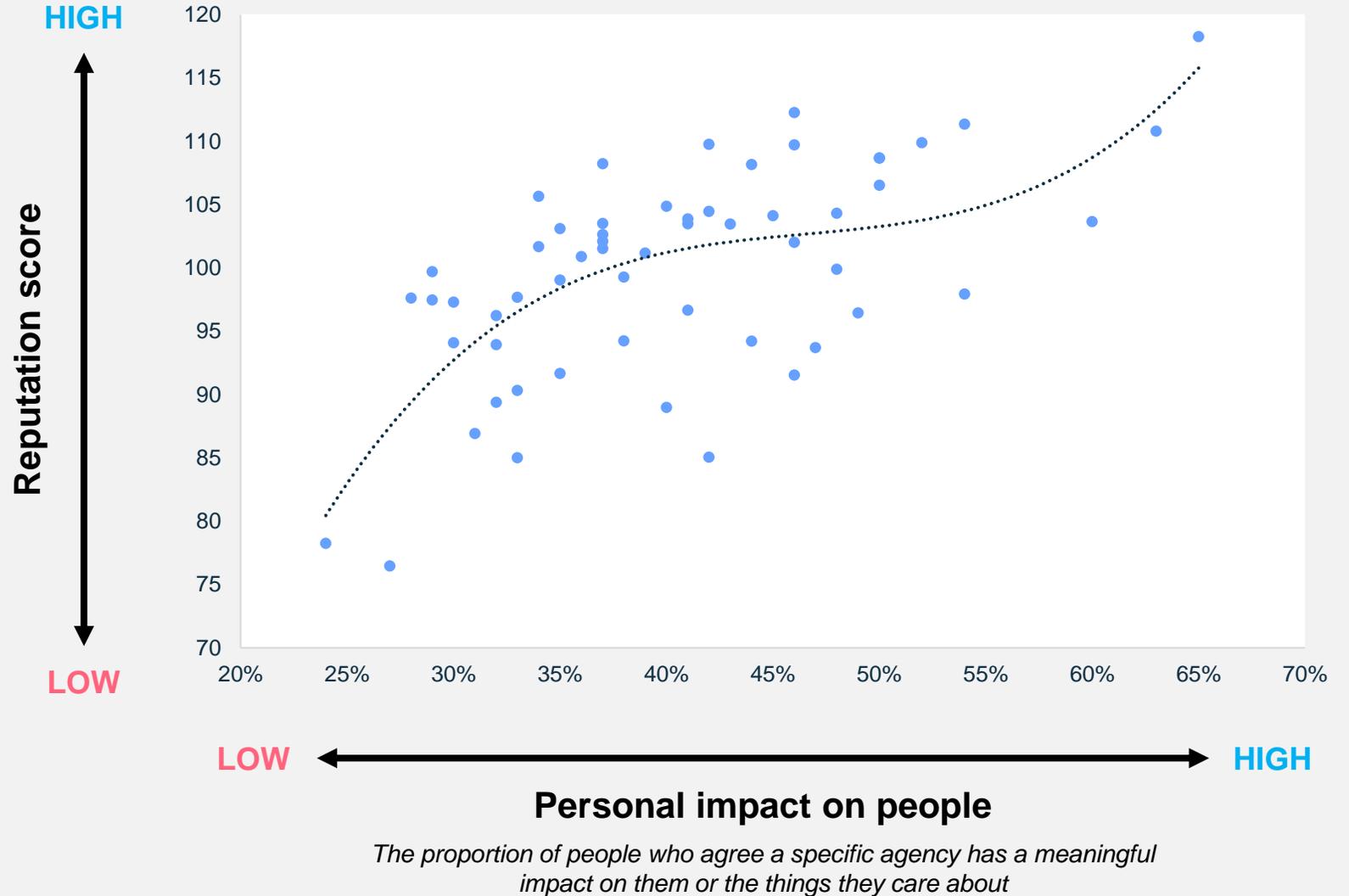
**...We did this by
asking respondents
whether each agency
*“has a meaningful
impact on me and / or
the things I care about”***

For half of agencies, at least 40% of the general public agree the agency has a meaningful impact on them or the things they care about.



Agencies whose work has a meaningful impact with the public are more likely to have a high reputation score.

Agencies need to look for those opportunities to strengthen the connection the public have to them and their kaupapa.



The public rate the following agencies most highly in terms of having a meaningful impact on them or the things they care about ...

65%



63%



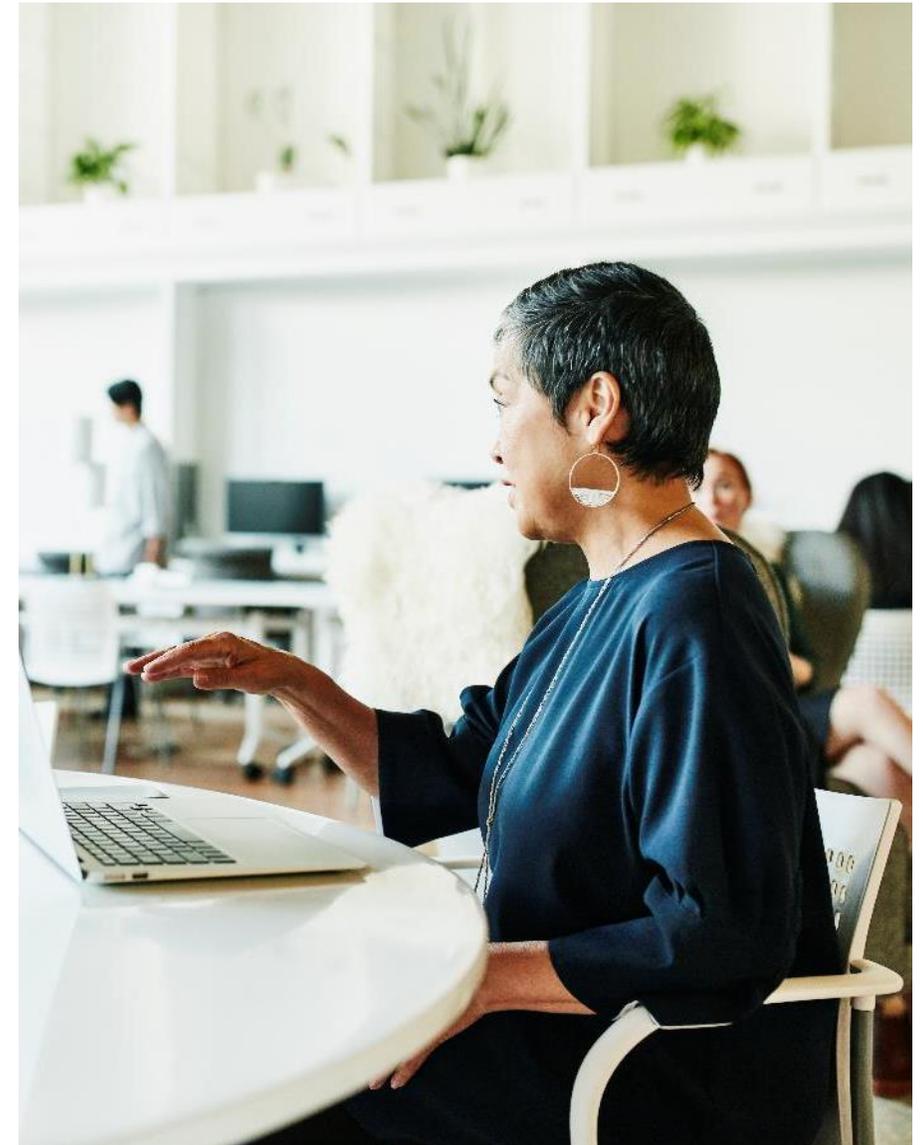
60%



54%



54%



6

Key take outs

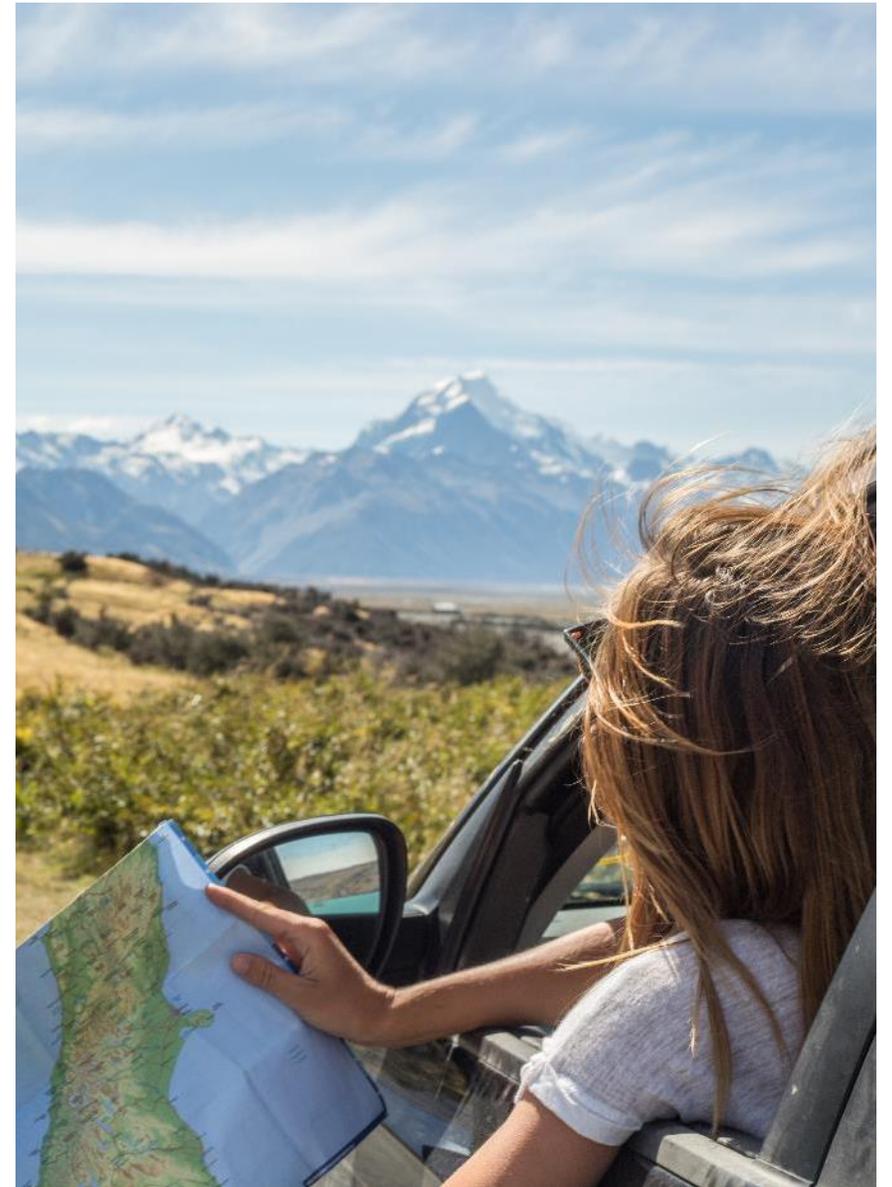


1

At the crossroads

Public sector reputation has been building since the Index began and this trend accelerated under COVID. However, the COVID glow has (largely) worn off.

We are left at a crossroads. Is the public sector reputation at risk of slipping into decline, or was COVID a spike along a road of gradual improvement?



2

A focus on trust



The pandemic proved the importance of trust in achieving strong vaccination rates and protecting one another.

If we are to meet other key challenges such as climate change, it will be critical for agencies to build trust wherever possible.

Key principles include demonstrating that the agency has subject-experts acting on evidence, and with the very best of intentions.

Agencies with a reputation driven by experience need to pay particular attention, as direct experience provides a key opportunity to both win and lose trust.



3

The personal is also key

Like so much in life, reputation can't be boiled down to a simple formula.

Humans are complex and emotion plays a key role in how we respond to an organisation. The public rate agencies more highly when they meaningfully impact a person's world and the things they truly care about.

As such, agencies need to look for opportunities that strengthen the connection the public have with them and their kaupapa.



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