



5 June 2026

9(2)(a) privacy

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Official Information Request
Our Ref: OIA 2026-0118

I refer to your Official Information Act 1982 (OIA) request received by the Public Service Commission Te Kawa Mataaho (the Commission) on 7 May 2026 for:

1. *“Any emails, messages, or internal communications, however informal, in which the use or deprioritisation of X was discussed;*
2. *Any communications strategy documents, even working drafts, that reference the Commission’s approach to X;*
3. *Any audience data or platform metrics that were considered when X posting effectively ceased.”*

We note that this request relates to our 21 April 2026 response to your previous OIA request of 2 April 2026, about the use of X.

Our response

In early 2023, the Commission reviewed its communications channels as part of developing a broader content strategy. A core feature of that strategy was a significant increase in posting across all of the Commission’s social media channels, including X. This increased level of activity was supported by additional dedicated communications resourcing, which concluded in 2024.

The reduction in communications employees reduced the Commission’s capacity to maintain frequent posting across multiple social media channels. The Commission therefore directed its limited communications resource to the channel with the greatest organisational impact, LinkedIn.

Information being released

Please find enclosed the following documents in scope of your request:

Item	Date	Document Description	Decision
1	2021	PUBLIC SERVICE FALE COMMUNICATIONS CHANNEL REVIEW	Released in full
2	2023	COMMUNICATIONS AUDIT	Released in full
3	2023	DOCUMENT: Public service storytelling considerations (related to the Content Strategy)	Released in full
4	23 March 2023	REVIEW OF CONTENT AND CHANNELS AT PSC	Released in full
5	June 2023	CONTENT AND CHANNELS STRATEGY	Released in full
6	2023-2025	TEXT MESSAGES: Between Commission staff related to the use of X/Twitter	Released in full
7	2023-2024	METRICS: X Audience and platform metrics	Released in full

Where information within the documents it is out of scope of your request, this has been noted

If you wish to discuss this decision with us, please feel free to contact Enquiries@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this response (with your personal details removed) on the Commission's website.

Yours sincerely



Nicky Dirks

Manager – Ministerial and Executive Services
Public Service Commission - Te Kawa Mataaho

Fale Comms Channel Review

Purpose

The Fale does not have a unique social media identity and is considering whether there are any benefits to establishing a presence on Facebook, LinkedIn or Twitter. This review focuses on the communications capability and activity of the 16 Pacific Public Service Commissions and their leaders to guide decisions on which channels the Fale should prioritise or adopt to best reach its Pacific stakeholders in the future.

Analysis

NZ

The NZ Public Service Commission has an established network of communications channels that the Fale has access to. However, engagement with those channels is mostly limited to a small number of people within NZ’s public service. Facebook and Twitter posts tend to generate very few ‘likes’ – often single digits. LinkedIn performs better, as it is more suited to corporate messaging and increasingly used by urban professionals. The Fale has used this channel too, with some success. However, these channels are set up for a domestic audience and the content reflects that.

Out of scope



Pacific

Out of scope



Twitter

No one uses Twitter, as an organisation or individual.

Recommendations

The Fale needs to tell its story to two distinct audiences:

1. New Zealand-based stakeholders, primarily Government partners but also the media and general public
2. Pacific PSCs and public servants

These audiences can be split by channels. The simplest, and immediately actionable, option is to use the NZ PSC's existing social media channels to target audience #1 with a focus on LinkedIn. The content would be intentionally designed to reflect the Fale's achievements to its domestic audience.

FaleOnline and the newsletter remain dedicated to audience #2.

Social media options for Pacific audience

There is no obvious benefit for the Fale to put significant time and resource into creating its own unique social media presence right now. It can certainly rule out attempting to reach or engage with PPSCs through Twitter or LinkedIn, as they are not present on either platform.

Out of scope

Country	Website	LinkedIn	Facebook	Twitter	FaleOnline	Fale Newsletter
NZ						
PSC	Yes Rarely updated	Yes Weekly posts	Yes Weekly posts	Yes Monthly	N/A	Yes
Fale	Yes – page on website	No	No	No	Yes Irregular updates	Yes Quarterly
Commissioner: Peter Hughes	N/A	Yes	No	No	No	Yes

Out of scope

Audit

Tech/software

Out of scope

Out of scope Twitter accounts

Out of scope

Out of scope

Out of scope

Twitter

Types of content (over Last 30 days):

- Media release: 2
- Social-specific content: 0
- Appointment: 2
- Industry/internal award: 1
- Guidance: 1
- Shared partner info: 2
- Directly helping the public: 0
- Talking about how we help: 0
- Recruitment: 0

Total: 8 posts

Out of scope

Other channels

Outside of the official PSC social channels:

- Open Government Partnership Twitter (in use but ad hoc)
- Out of scope

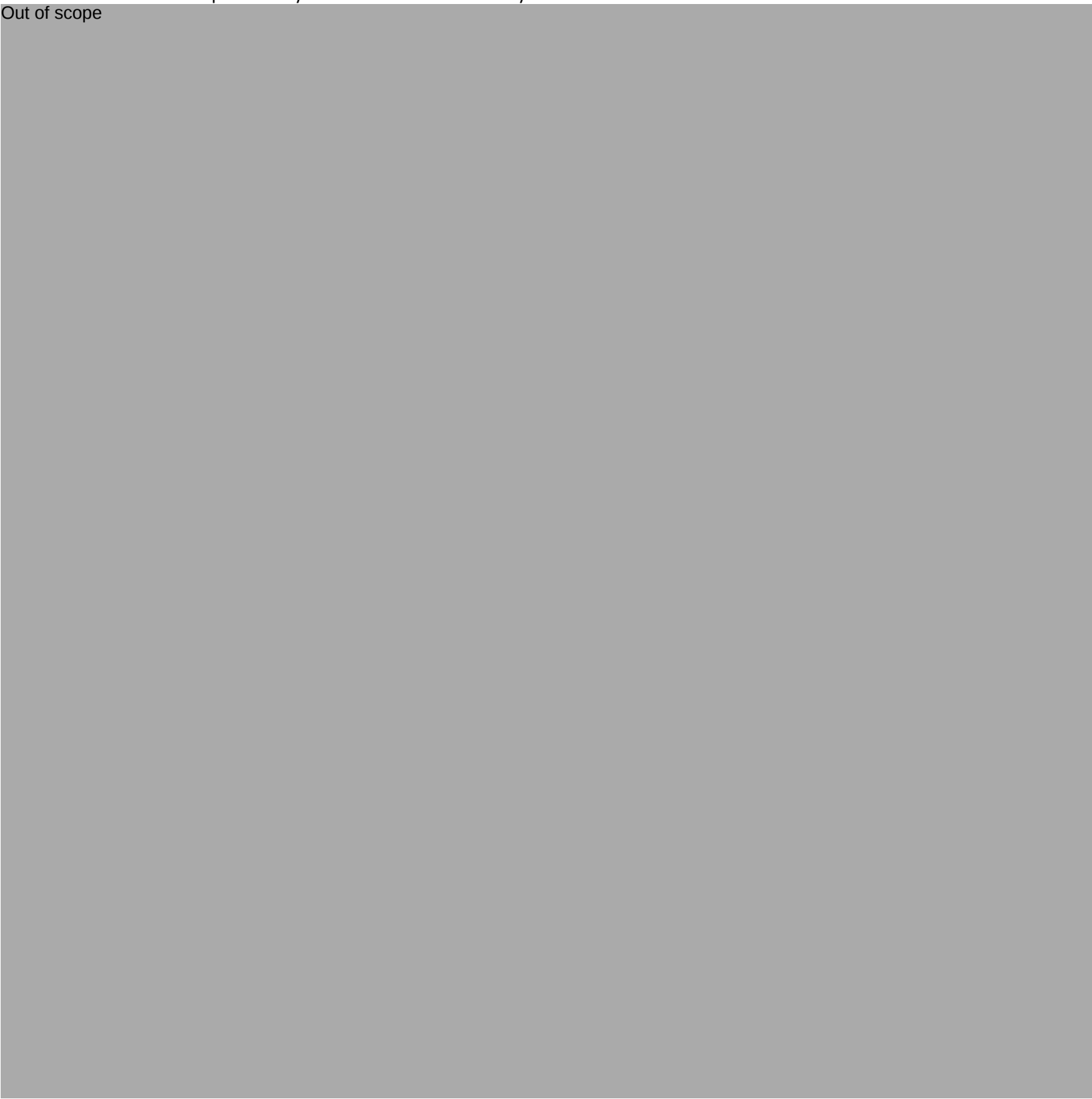


Public service storytelling considerations

Content strategy goal: Own and amplify the public service story.

Content strategy objective: Develop a tool-kit to help organisations across the public service create and share complementary content in a consistent way.

Out of scope



Twitter as system-wide curation

There are also possible changes to how the Commission uses its Twitter account.

By sharing significantly more system-wide content on the channel,

This will require tweaking the Commission's Twitter bio slightly, so that people know what to expect if they decide to follow. It might also be worthing trying to get the account verified.

About 75% of government departments have Twitter accounts, along with nearly 90% of crown agents.

Review of content and channels at PSC

Produced for: Sam Rossiter-Stead, Chief Communications Officer, PSC.

Author: Seamus Boyer, Principal Digital Communications Specialist.

Date: 23 March, 2023.

Purpose

The purpose of this document is to update the Chief Communications Officer on initial thinking about the current state – and potential future state – of the organisation's digital content and channels approach.

Out of scope



Approach/actions to discuss

Primary

- Focus on building sustainable audiences across all existing channels. Develop channel-specific content that our audiences appreciate, in formats they expect.

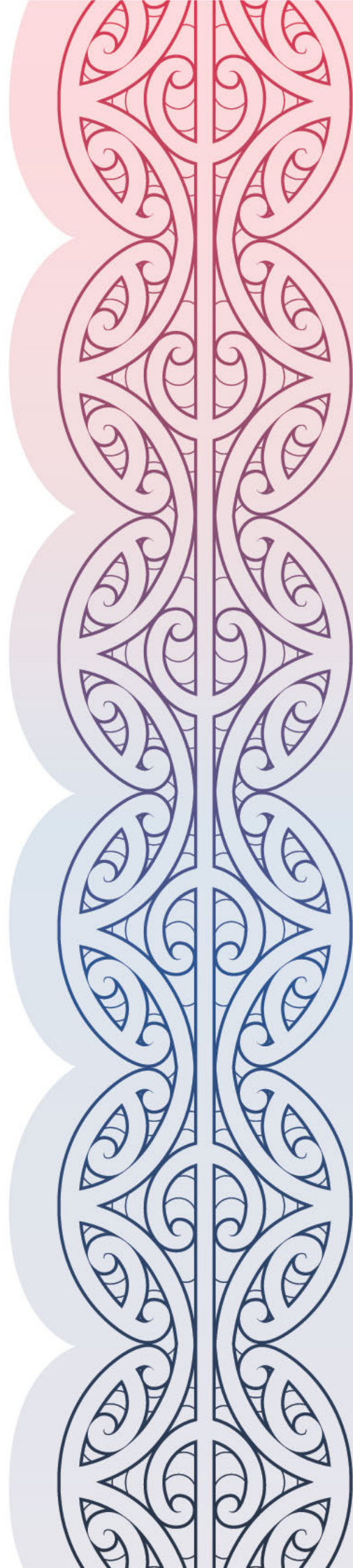
- Where agency content is favoured, more value could be created by aggregating and curating multiple pieces of content, rather than telling or sharing stories that the agencies themselves could be telling (the exception for this would be Twitter, where sharing should be formalised).



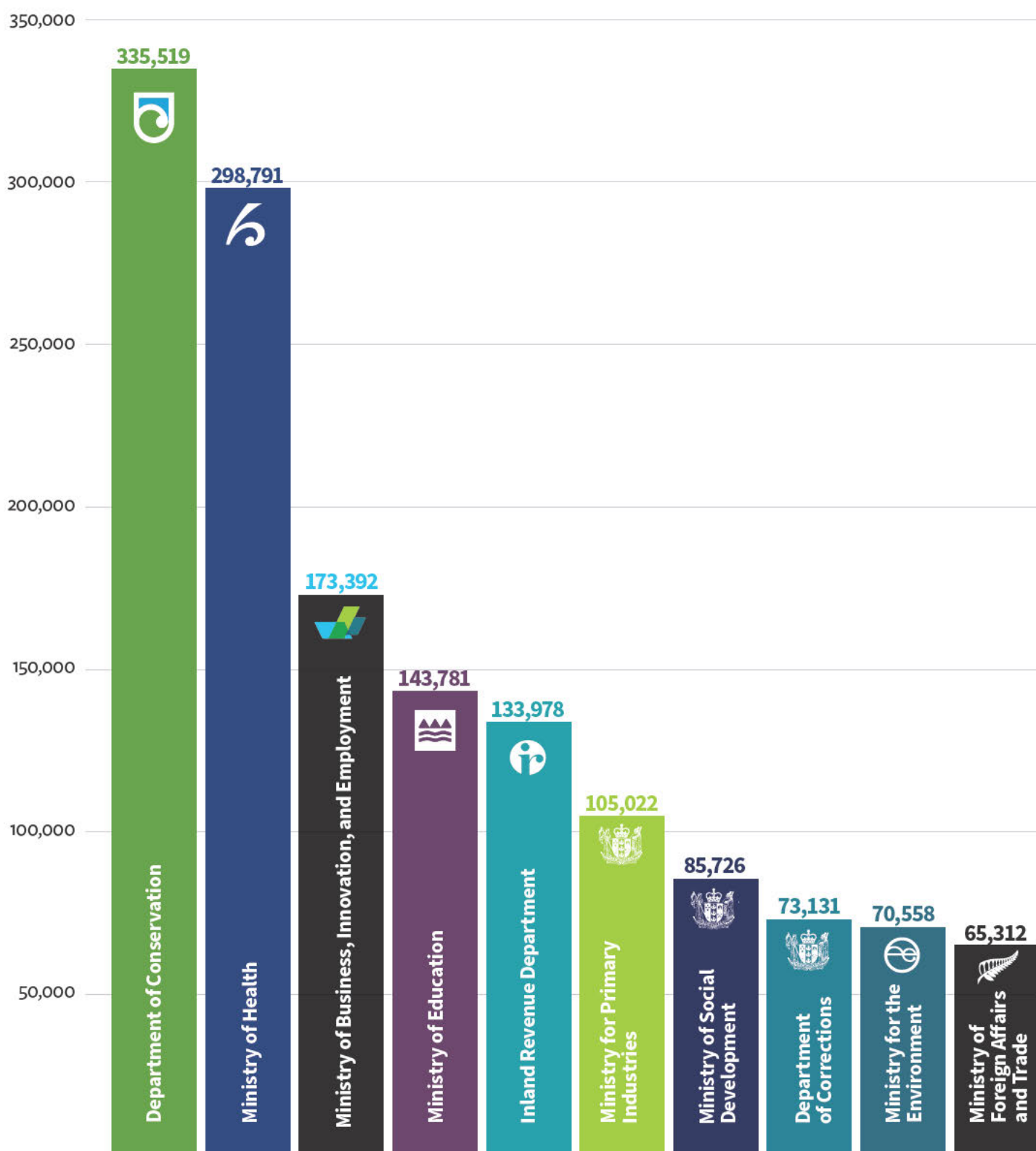
Te Kawa Mataaho
Public Service Commission

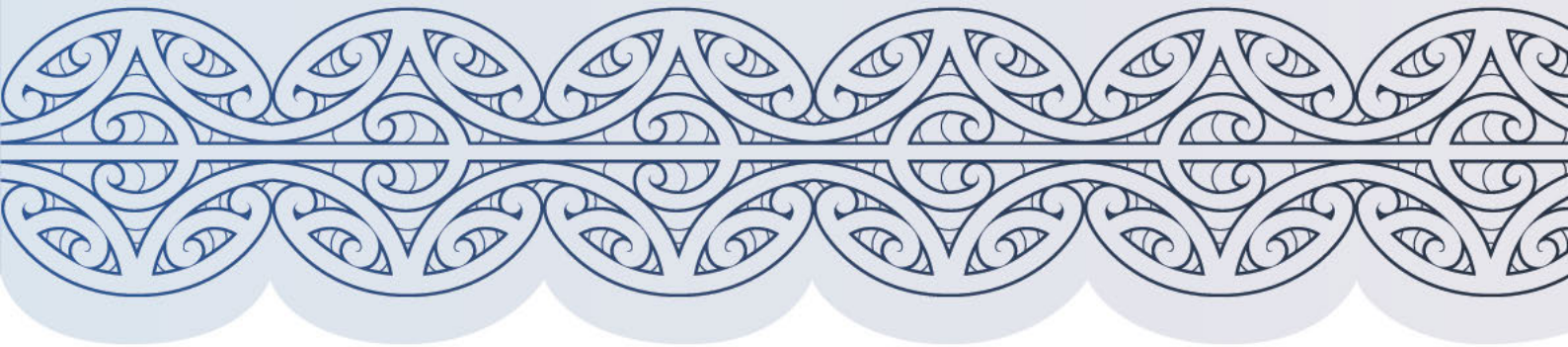
Content and Channels Strategy

June 2023



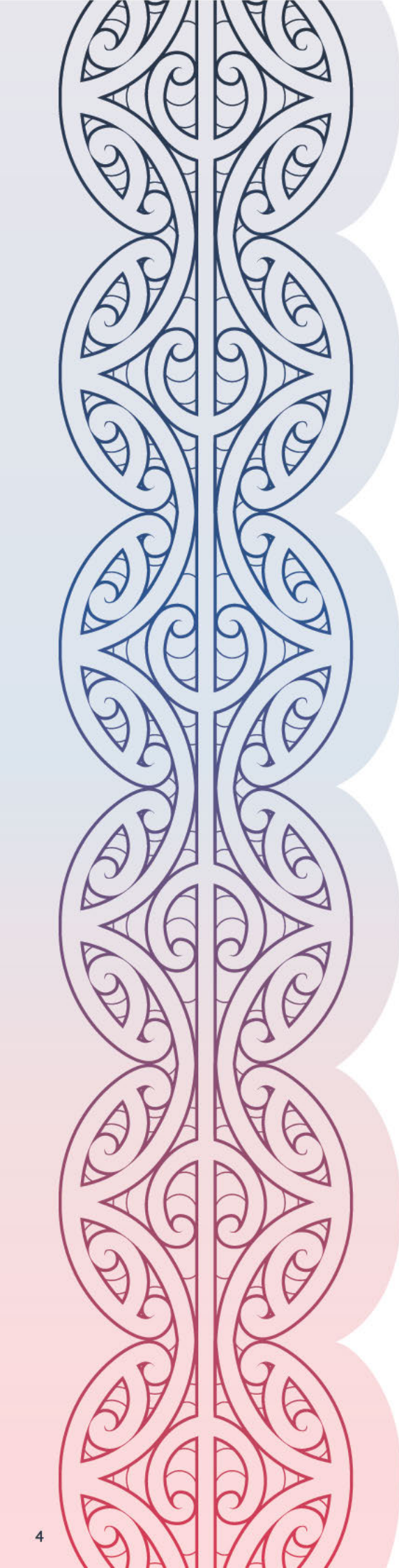
Top 10 Government Departments - Social media followers (at Feb 23)





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The value of effective public communications

Communicating timely and accurate information to the public has never been more critical. As well as playing a crucial role in policy implementation and compliance, public communications have proven to be central to mitigating the spread and consequences of mis- and disinformation. Informing and engaging wide and diverse audiences is known to be an important step to help restoring public trust amidst prevalent perceptions that citizens have little influence over policy making. Indeed, effective communication is a prerequisite for transparent, accountable, and responsive public agencies. When conducted strategically and in the public interest, it is a pillar of democracy.

Source: OECD Report on Public Communication: The Global Context and the Way Forward.

Strategy summary

The Public Service Commission is in a unique, privileged position to tell the story of New Zealand's Public Service. No one else can or will tell that story. This means the organisation's communications team has an opportunity to produce important and interesting content aimed at multiple audiences.

The overarching purpose of telling this story is to increase awareness and understanding of the information, guidance, services, products and support available through the Commission and other Public Service agencies.

Doing this consistently will help build understanding of what the Commission does, but also what the Public Service is and how it serves New Zealanders, while also promoting transparency, and increasing opportunities for active citizenship.

That in turn will help build and maintain public trust and confidence in the Public Service. The Public Service exists to serve New Zealand and can only do so if the relationship is informed and positive, built on trust, and the public has confidence in the system and the services it delivers.

If the Commission wants to succeed in increasing awareness of the ways it and the Public Service serve New Zealanders, it needs to broaden its communications to engage more often with the wider public through a multi-channel content strategy that is evidence-based and data-driven, but also practicable given the resources available.

This means growing audiences across its social media channels by creating and sharing more content aimed at New Zealanders who have limited knowledge of the Public Service, but who could benefit from hearing about its work.

The Commission should also take advantage of its large external network of government agencies to coordinate the telling of a simple, unified story of how the Public Service supports and serves people and communities across the country. The combined follower-count of the 31 government departments was 1,942,447 at February 2023. If you include the social followers of Crown Agents, Departmental Agencies, and Non-Public Service Departments, the total grows to 9,236,450. While that final figure is skewed by one large international agent (Tourism NZ), the potential Public Service audience is still enormous.

In addition, more content should reflect the Commission's bold and far-reaching strategic priorities, particularly in areas such as innovation and system connectivity.

To reduce the risk of reliance on external channels, the Commission needs to make its new system-focused website the hub of this strategy – both as a place to house all content, but also to direct traffic from search and social media.

Finally, this strategy will only be effective if its outputs are closely monitored and optimised. All content should be driven by insights captured over time, and results reported regularly. Only by doing this will patterns and anomalies emerge, which can then be used to guide effective content decision-making.

NB: The Commission has many well-established communications protocols and procedures in place. This document doesn't replace this work. A list of complementary documents and resources is included at the end of this document.

In a nutshell...

We will increase awareness of the ways the Commission and Public Service agencies serve New Zealanders

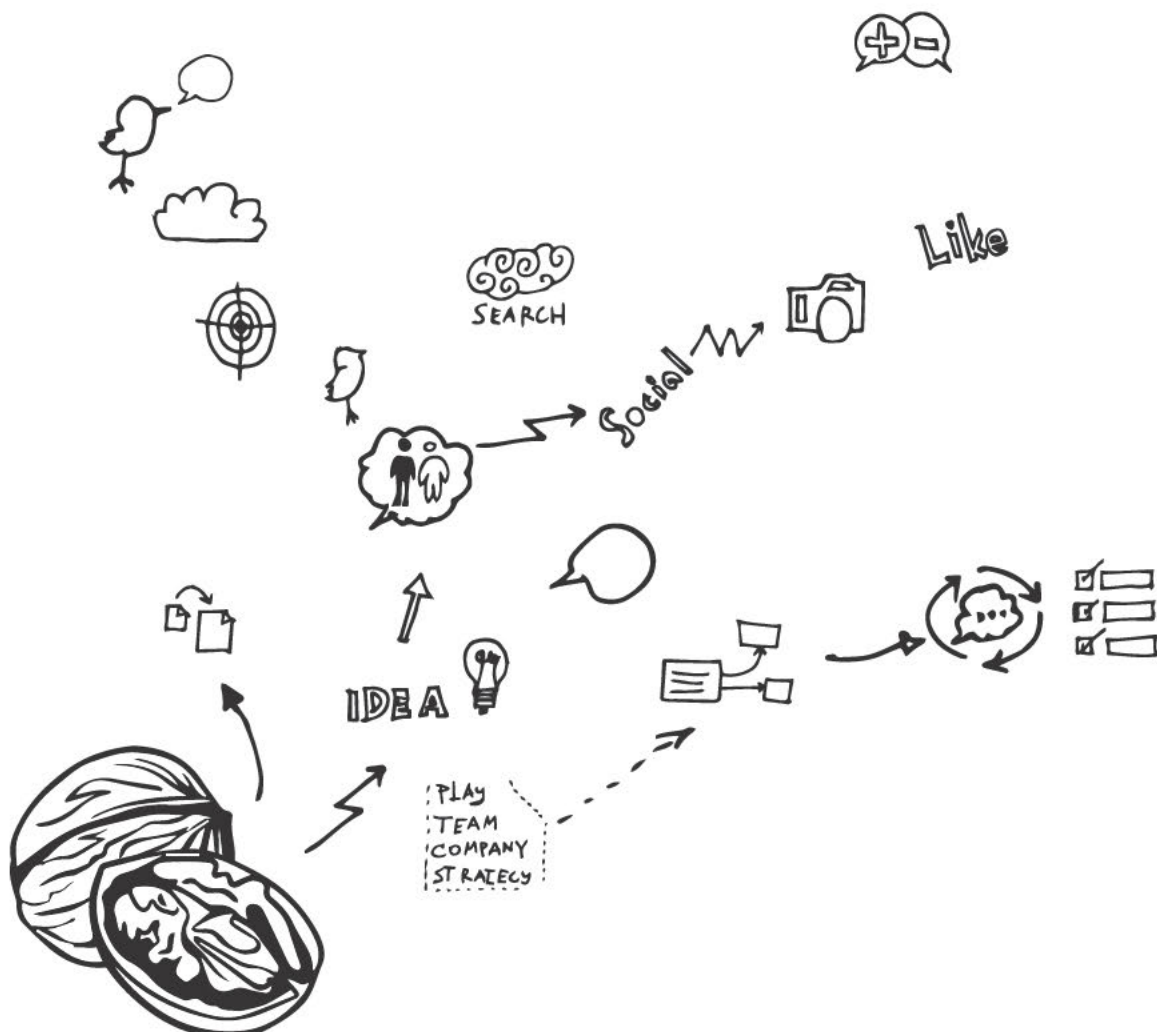
We will leverage the channels of the wider public service where appropriate

We will do this by growing our audiences through the consistent creation and distribution of data-driven content assets

Content creation will focus on education, innovation, inter-agency connection, and the diverse people who help New Zealanders every day in a Spirit of Service

We will publish content on our website first, then share via channel-specific communications our audiences expect and appreciate

We will regularly measure, analyse, and optimise all content across all channels.



Scope

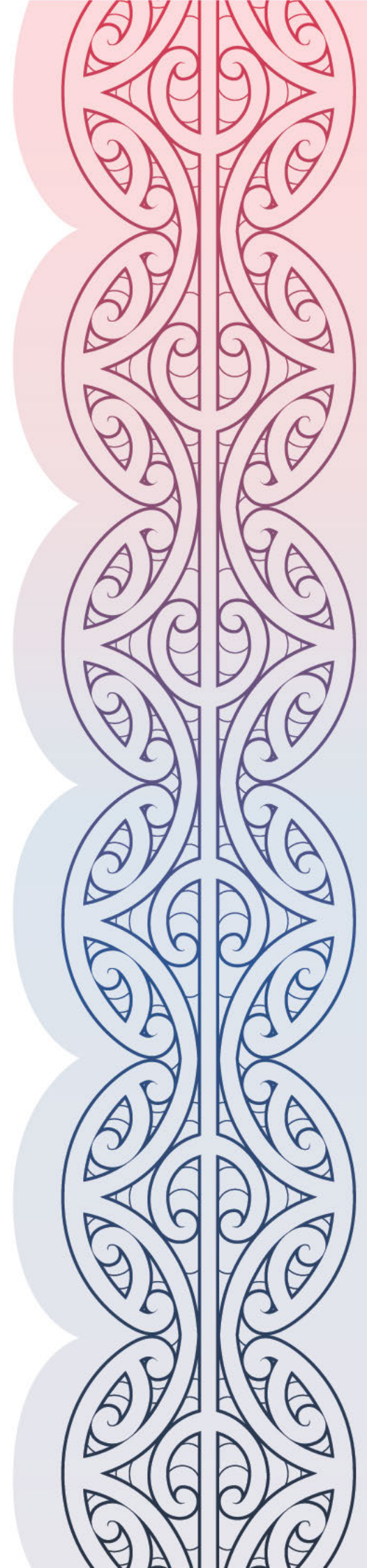
Content, including shared content, must have a business purpose and relate to the Commission's role and function - including the Commissioner's role to lead a Public Service team that works as a system to deliver better services to, and achieve better outcomes for, the public. This could mean making people aware of guidance, support or services available to them, or promoting the expected standards of behaviour and conduct of public servants. The general public sees no real difference between the Public Service (the 30+ government agencies like MSD and DoC) and the wider public sector (Crown agents like ACC and Waka Kotahi), which is both a challenge and an opportunity.

As well as creating content about the Public Service Commission and its work we will talk about the work and people of:

- All other Public Service Departments
- All Departmental Agencies
- All Interdepartmental Executive Boards

As appropriate this will also extend to:

- All Crown Agents
- NZ Police
- NZ Defence Force
- Other agencies and personnel generally perceived to be part of the public sector.



Goals...

Increase awareness and understanding of the information, guidance, services, products and support available through the Public Service Commission and other Public Service agencies.

Increase the public's knowledge about what the Public Service is and does.

Own and amplify the Public Service story.

...and Objectives

Increase engagement with content on the website.

Increase engagement with content on the news page.

Increase the number of new visitors to the website.

Connect with more New Zealanders and engage with them consistently across our social media channels.

Build a bank of content assets to be housed on the news page.

Capture and use data insights in regular reporting and to guide content creation.

Develop a tool-kit to help organisations across the Public Service create and share complementary content in a consistent way.

Audiences



General public



Public servants



Sector leaders



Media



Academics, NGOs,
sector-adjacent
organisations

Audience 	LinkedIn 	Facebook 	Twitter 	Instagram 	Internal 
General public		✓		✓	
Public servants	✓				✓
Sector leaders	✓				
Media			✓		
Academics	✓		✓		

Purpose for engaging with our content	General public	Public servants	Sector leaders	Media	Academics
To learn about working in the PS	✓	✓			
To learn about specific jobs in the PS		✓			
To learn about the PS and what it delivers	✓	✓		✓	✓
To find PS success stories	✓	✓			
To find inspiring PS stories	✓	✓	✓	✓	
To find out how the PS is performing		✓	✓	✓	✓
To understand the structure of the PS		✓		✓	✓
To understand the vision and priorities of the PS		✓	✓	✓	✓
To know about PS guidance		✓	✓		✓
To understand how to implement PS guidance		✓			
To keep up to date with PS news		✓	✓	✓	✓
To find out what the Commission does		✓	✓	✓	✓
To learn about people in the PS		✓	✓	✓	

Key messages

At the heart of all good communication lies a core narrative – an overarching story that ties all the individual parts together. When shared consistently and over time, via engaging audience-focused content, storytelling can produce a whole that is bigger than the sum of its parts.

Research tells us that ‘public good’ is a useful term to use when we’re talking about the work of government, and that means using our content to emphasise the long-term, public benefits the service contributes to.

In lieu of an overarching Commission comms strategy narrative, the below key messages, drawn from data*, could be used consistently across all content.

- New Zealand has a trusted and well-respected Public Service
- The Public Service is made up of diverse, dedicated people
- Public servants work in communities right across the country
- They are motivated by fairness and impartiality, and by a spirit of service
- The Public Service works together for the long-term public good of New Zealand

In addition, we will use the following hashtags on every social media post: #PublicService #SpiritOfService #ServingOurPeople.

** See Te Taunaki and Kiwis Count survey results on our website for insights underpinning these messages.*

Content approach

How we create

How the Commission creates content is just as important as what it creates. With a small comms team, this means always creating content with longevity in mind, and avoiding ‘one and done’ content whenever possible.

The majority of content shared on external channels should also be ‘evergreen’ – reflecting core information already on the website, as well as content assets published on the news page.

This means about 80 percent of all channel output will be based on evergreen content, which leaves about one post in five for updates, reactive content, or other time-sensitive information. This is a significant shift from the Commission’s traditional way of operating.

What we create

Our content can be broken into four parts:

1. Content that builds on existing and BAU material from the Commission (50%)
2. Content that is educational (20%)
3. Content that tells a unified Public Service story (20%)
4. Content that highlights the strategic priorities of the Public Service (10%)



4,590,554

Top 10 Crown Agents - Social media followers

350,000

300,000

250,000

200,000

150,000

100,000

50,000

Tourism New Zealand

179,619



Waka Kotahi

167,171



Fire and Emergency New Zealand

163,606



New Zealand Trade and Enterprise

98,914



New Zealand Blood Service

70,178



WorkSafe New Zealand

64,060



Sport New Zealand

63,717



Antarctica New Zealand

53,621



Kāinga Ora

50,874



ACC

1. BAU content

The Commission produces a steady stream of excellent, practical work in its reports, guidance, research and data. The calendar of upcoming BAU work offers regular meaty topics to communicate to its core audience. Creating news content in addition to the traditional media release should be built into BAU comms planning.

Existing web content should be mined for opportunities to repurpose and reshare - in a more deliberate and audience-focused way. This should include creating new, complementary evergreen content for the news channel.

Key message:

- New Zealand has a trusted and well-respected public service
- The public service works together for the long-term public good of New Zealand

2. Educational content

Research shows that there is a lack of knowledge about what the public service is and what it does. Indeed, many New Zealanders believe that the public service runs public transport, so there is a perception we run the trains and buses.

This lack of knowledge which in turn has a negative effect on building trust. We will create and share stories that educate New Zealanders on the public service, taking into consideration keyword search highlights from Google. Creating content assets that answer genuine questions from the public is a good place to start. As well as educating, these stories would also proactively counter mis- and disinformation.

Key message:

- The public service is made up of diverse, dedicated people
- Public servants work in communities right across the country
- The public service works together for the long-term public good of New Zealand

3. Strategic priority content

The strategic priorities of the Public Service are bold and far-reaching – the summary outlined in the BIM is genuinely interesting and refreshing. Content should reflect that. Two areas of strategic importance, which also have interest beyond the Public Service, are connectivity and innovation.

Content will be created to show how departments interact with each other, and how parts of the public service partner with communities to deliver services. Innovation – especially in digital services – is another area, as research shows that ease of interaction through online services is a known driver of trust.

The Commission also has a leader who is bold and brave with his opinions. This is rare and should be leveraged. The Commissioner's blog should focus less on reactive issues, and more on articulating the strategic priorities of the system, in line with those articulated in Te Kahu Tuatini (Commissioner's direction section), and the Long-Term Insights Briefings.

Key message:

- New Zealand has a trusted and well-respected public service
- The public service works together for the long-term public good of New Zealand.

4. Public service story content

Talking about the work of government in abstract ways in which people are not visible can be unhelpful. Instead we can show the people in the Public Service who are making practical decisions, motivated by care for people and planning for the long-term public good.

A weekly 'people of the public service' or 'proud to serve' series will demonstrate the difference the public service is making in people's lives – highlighting the services available, and the people delivering them. For every profile, there will be a clear CTA guiding people to the services mentioned.

Using a set format and questions will aid efficiency and ease of creation.

Key message:

- The public service is made up of diverse, dedicated people
- Public servants work in communities right across the country
- They are motivated by fairness and impartiality, and by a spirit of service

NB: In order to best leverage existing audiences, a list of all public service social media followers is available here: [Govt social media data](#)

Guiding principles of content creation

1. Be generous

All content should give genuine value to the target audience. This means thinking about audiences and delivery at the start of the communications planning process, rather than once the content has already been created. We must be relentlessly interesting, and content should seek to solve problems our audience has. All parts of our content – headlines, intros, images – need to be created with the needs and interests of our audiences in mind.

2. Be efficient

There is already a lot of content on the website, it should be mined for opportunities. This includes elections guidance, long-term insights, and other reports the Commission has commissioned and published. All news hub content should be created with longevity in mind. That means thinking about content not as one-offs, but as permanent content assets with multiple ways to promote. One-off content should largely be confined to media releases.

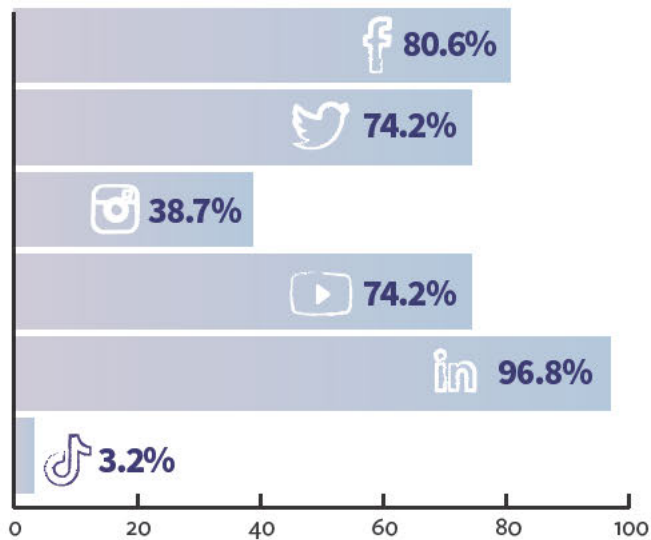
3. Be self-sufficient

Where possible, we should produce content that does not rely on external parties. Liaising with busy comms advisors can be time-consuming and frustrating. While the Commission is part of – and has a privileged position within – the Commission, it has a relatively small comms team, serving a number of business units. The general position should be to create content that leverages off – rather than relies on – external agencies.

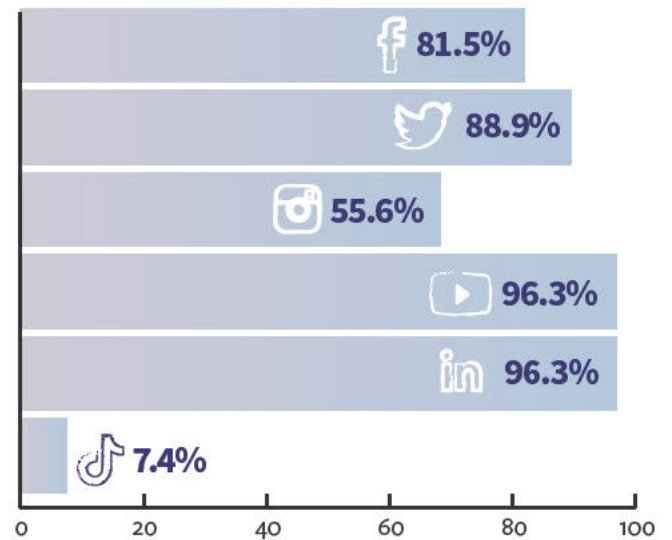
4. Be disciplined

Consistency is the key to building audiences and improving engagement online. This includes consistency of publishing and delivery, but also of brand and messaging. Don't do random stuff. Always ask, is this content on strategy? And use the content checklist. The main thing is to give the strategy a chance to work. To do that we must be consistent and relentless, but also patient.

Government Departments - Channel use



Crown Agents - Channel use



Imagery

Imagery should be consistent, on brand, aligned with tone of voice, and appropriate for the channel. It should also default to photos of real people, and avoid generic stock imagery, wherever possible.

Research shows that social posts with people pictures have much higher click-through rates than posts without people pictures. It also helps to humanise both the Commission and the public service.

Work is being done with the wider team to develop further an agreed approach to imagery.

Content types and formats

Given the resources and expertise within the Commission's comms team, it is recommended that content is initially confined to largely traditional formats – articles and static social posts.

Video is not recommended at this stage.

The goal should be to consistently deliver the above formats, over a sustained period of time (at least 12 months), before considering new formats.

Total potential audiences

Government Departments	Department Agencies	Crown Agents	Non-Public Service Departments	Grand total
1,942,447	257,232	5,789,608	1,247,163	9,236,450

Tips for talking with our audiences

How we talk to our audiences is a crucial part of building and maintaining trust. Consistency is the key, as is being friendly and human, particularly when replying to comments and queries on our social media channels.

Tone of voice

Our tone should be friendly and helpful, impartial, knowledgeable and professional. Above all, we should be empathetic, non-judgmental, and human. The way we talk in our news stories should align with how we talk on our social channels, and how we respond to comments on social should align with how we talk in posts. It's one voice, across all our content.

Talk directly to our audiences

Use 'us' and 'we' when talking about the Commission or the public service.

Use 'you' and 'your' when talking to the reader.

Use plain, familiar language, and the active voice, where possible.

All social media users should consider using their first names in comment moderation, as this helps to personalise the experience, build community, and can limit negative reactions from the public.

Focus on benefits

Talk about the long-term benefits the public service generates – to individuals but also communities and the country as a whole. We should also avoid talking about people as 'customers', 'taxpayers' or 'consumers', and instead talk about 'community members' or 'citizens'.

Be channel-specific

Each social channel is different, with different audiences who have different expectations about content and how it is conveyed. Our LinkedIn audience will be very different from our Facebook and Twitter audiences. Don't post the same text across multiple platforms. See below for individual channel guidance.

Encourage action

All social posts should finish with a call to action (CTA), and focus mainly on encouraging people to follow our channel, or to visit our news channels or website. Things like 'follow for more x' or 'check out our news channel for more x' etc. We can also use the key messages to expand the CTAs to something like: 'For more stories about how a unified public service helps Kiwis every day, visit our news hub @ ...'.

Sign-off process

(As per the [Social Media Policy](#) – refer to it for full guidance)

Content must be approved by the Chief Communications Officer, or their identified delegate, before

posting. Every post must be peer-reviewed by a principal communications advisor, or someone more senior if the post is deemed sensitive.

Where a post involves content generated by a Commission business group, it must also be approved by that business group. The relevant Deputy Commissioner is responsible for determining the level of sign-off in their group.

Individuals profiled or quoted on the Commission's social media must provide their consent.

Where another agency's post profiling an individual is shared by the Commission, that consent is assumed to have been obtained by the agency sharing the initial post. Where an agency sends up content for a post profiling an individual, we must ensure that agency has secured consent.

Channels approach



PSC followers: 19,992 (April 2023)



Audience: Public servants, sector leaders, academics.



Good for: Strategic priority content. Press releases, reports, guidance. Service-oriented content. People profiles. Recruitment. Some educational content.



Bad for: Sharing posts.



Frequency: 5 original evergreen posts per week + up to 5 news/events/updates.

Who to leverage off:

1. Ministry of Business, Innovation, and Employment **99,002**
2. Ministry of Education **49,276**
3. Ministry of Health **48,191**
4. Ministry of Social Development **46,106**
5. Ministry for Primary Industries **44,242**



Facebook

PSC followers: 2800 (April 2023)



Audience: General public.



Good for: Educational and service-oriented content. People profiles.



Bad for: Press releases, reports, guidance, sharing posts.



Frequency: 5 original evergreen posts per week

Who to leverage off:

1. Ministry of Health **174,000**
2. Department of Conservation **134,233**
3. Inland Revenue Department **79,000**
4. Ministry of Education **62,000**
5. Department of Corrections **48,000**



Twitter

PSC followers: 689 (April 2023)



Audience: Interested members of the public, journalists.



Good for: Press releases, reports, guidance, educational content. Can also be used to routinely share posts from the wider public service, especially stories of responsiveness and successful community outcomes.



Bad for: Posting links. Use threads to convey longer information.



Frequency: 2 original posts per day + 2-4 shares of agency or system-wide content per day.

Who to leverage off:

1. Ministry of Health **49,900**
2. Ministry of Foreign Affairs and Trade **24,000**
3. Ministry of Business, Innovation, and Employment **21,000**
4. Department of Conservation **19,000**
5. Ministry of Education **13,600**



Instagram

PSC followers: N/A



Audience: General public. Younger New Zealanders.



Good for: People profiles. Photography. Ongoing series.



Bad for: Everything else.



Frequency: 1-3 original posts per week.

Who to leverage off:

1. Department of Conservation **118,000**
2. Ministry for the Environment **11,600**
3. Ministry of Education **7,435**
4. New Zealand Customs Service **3,333**
5. Ministry of Business, Innovation, and Employment **2,920**



YouTube

(the Commission currently uses Vimeo)

PSC followers: N/A



Audience: General public. Younger New Zealanders.



Good for: Educational content. Evergreen, helpful content.



Bad for: Everything else.



Frequency: N/A

Who to leverage off:

1. Ministry of Health **26,700**
2. Department of Conservation **26,100**
3. Inland Revenue Department **7,960**
4. Ministry of Business, Innovation, and Employment **4,470**
5. Ministry for Primary Industries **2,680**

Tactics

Individual tactics will be developed with the comms team once the strategic content approach is confirmed. Ideas so far are in this document: [Content tactics](#)

Organic versus paid

The starting point for all tactical activity is always organic promotion and interaction. Advertising and paid promotion of posts should only be used in rare situations, for specific projects, and where there is a clear business need to broaden the Commission's reach. Permission from the Chief Communications Officer is required to authorize any digital advertising or social media paid promotion.

Analytics and reporting

Data collection for its own sake, or only for the sake of reporting, isn't very valuable. The main reason we should consistently record and analyse data is to improve our performance.

Data can be used at three points in the content process:

Before – to guide the meaningful creation of useful content, based on what New Zealanders are searching. This takes away some of the guess work when coming up with content.

During – for proof, to back up claims, and to use as a storytelling device (i.e. infographic).

After – to see what worked, what didn't, and to help you work out why. After you've been collecting data for a while you start to see patterns – and anomalies – that you will never see if you don't.

Three core areas to measure

1. Volume (of interactions)

- Total web page views
- Total news page views
- Total web users
- Total web users using mobile (+ percentage)
- Social media reach (per channel plus combined, not impressions)
- Social media followers (per channel plus combined)

2. Value (of interactions)

- Total social media engagement (likes + comments + shares – per channel and combined)
- Time on page
- Time on site
- Total engaged sessions (web)
- Engagement rate (web)
- Total return website users

3. Impact (of interactions)

- New social media followers (per channel plus combined)
- Total link clicks (per channel plus combined)
- Total new web users
- Sign-ups (if applicable)

In addition, ongoing analysis is needed to monitor how users are getting to the site (what channels, number of sessions from social referrals), where they're landing, what they look at (page views), how they navigate the site (including sessions with search, search terms), and what device they are using.

How we'll collect data

We'll use Google Analytics to monitor and collect data, and Google Looker Studio to display the key info in a simple-to-follow dashboard. See this doc for set-up options: [Google Looker Studio](#)

Social media data will be captured either in-platform, or by using a social media management tool (see recommendations). All data will be transferred monthly to a spreadsheet (you can find it here [2023 Web and Social Media databank.xlsx](#)) so that we have greater ownership of our ongoing insights. Having our own data bank also allows us to cut, arrange and present the data in different ways.

Frequency of reporting

The above numbers will be collated monthly, in arrears, at the start of each month. They should be finalised no later than the first week of the new month, and shared with the comms team, including Chief Communications Officer, in a summarised version which includes the key actionable insights.

In addition, and depending on resource, 12-weekly reporting could also be considered. This helps to reduce the impact of seasonality or spikes caused by exceptional events.

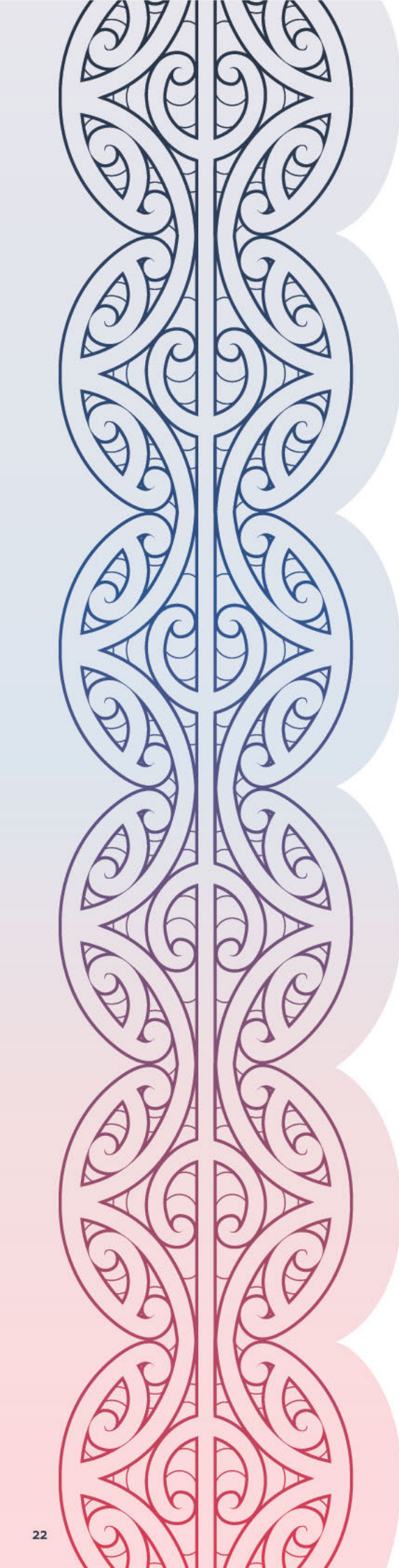
Evaluating performance

The success of this strategy will – and should – be judged on increasing the volume, value and impact indicators as mentioned above. But the month-to-month performance of the comms team should not be judged by these alone, due to the number of external and seasonal factors that can influence these indicators.

Instead, the Commission's comms team should be assessed more on how closely it executes the strategy – namely, whether it consistently meets monthly goals that we know positively influence key outcomes.

It is recommended that once the strategy has been adopted, a small group of lead measures are introduced. These should include an agreed number of weekly/monthly content assets to be published, as well as an agreed number of social posts to be published per channel.

In this way, the overall success of the strategy can be assessed on the performance of the content (lag measures), but also by whether the comms team regularly meets its publishing goals (lead measures).



Content checklist

- ☐ Does the content have a clear business purpose and relate to the Commission's role and function – or that of the public service?
- ☐ Is it consistent with the principles and values of the Commission
- ☐ Is it on strategy?
 - Does it align with an identified audience?
 - Does it include one or more of our key messages?
 - Does it align with one of our four content buckets?
 - Is it audience focused?
 - Does it talk about public benefits?
 - Is it evergreen?
- ☐ Is it on brand?
- ☐ Is it in plain language
- ☐ Is it accessible
- ☐ Is it SEO optimised?
 - Does it include appropriate key words in the article?
 - Does it include appropriate key words in the image alt text?
 - Does it include all appropriate links?
- ☐ Has it been signed off by the right person/people?

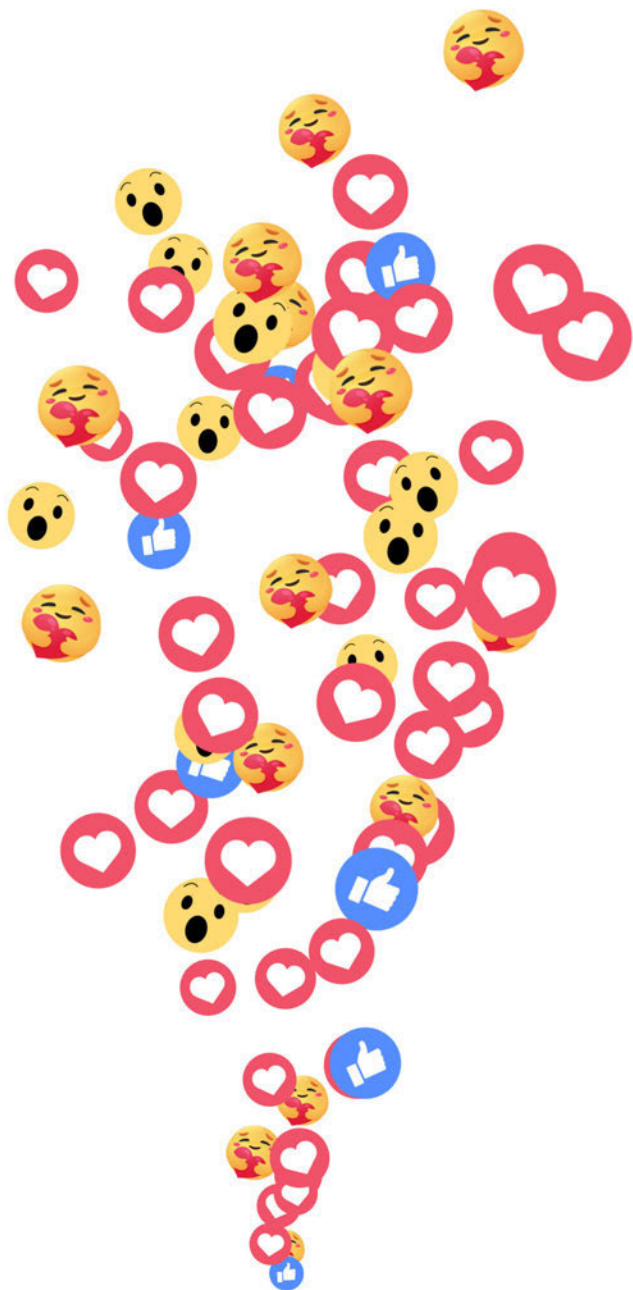
** For guidance on advertising, and how to assess material against the Guidelines for Government Advertising, see the dedicated checklist on our website.*

Posting checklist

- ☐ Does the content have a clear business purpose and relate to the Commission's role and function – or that of the public service?
- ☐ Is it consistent with the principles and values of the Commission
- ☐ Is it on strategy?
 - Is this content right for this channel?
 - Is this content right for this audience?
 - Is my intro audience focused?
 - Is my key message clear?
 - Are the tone and language correct?
- ☐ Will I be okay with absolutely anyone seeing this?
- ☐ Is it social SEO optimised?
 - Does it include appropriate key words in the article?
 - Does it include appropriate key words in the image alt text?
 - Have I included our hashtags?
- ☐ Is it accessible?
 - Does it include appropriate alt text?
 - Does it link to accessible webpages/ documents?
 - Are my hashtags in camel case?
- ☐ How many times have I already posted something today?
- ☐ Am I posting at the right time?
- ☐ Are the spelling and grammar correct?
- ☐ Am I using plain language?
- ☐ Is the image on brand?
- ☐ Is the image high enough quality?
- ☐ Have I included a call to action?
- ☐ Does it link back to our website?
- ☐ Is the URL correct and active?
- ☐ Does it need to be signed off by anyone?
- ☐ Am I posting from the right account?

Existing guidance

- Style Guide, 2020
- Social Media Policy, May 2022
- Engaging with us on social media
- Guidance for public servants' official use of social media





Content and Channels Strategy Summary

Strategy in a nutshell...

We will increase awareness of the ways the Commission and Public Service agencies serve New Zealanders

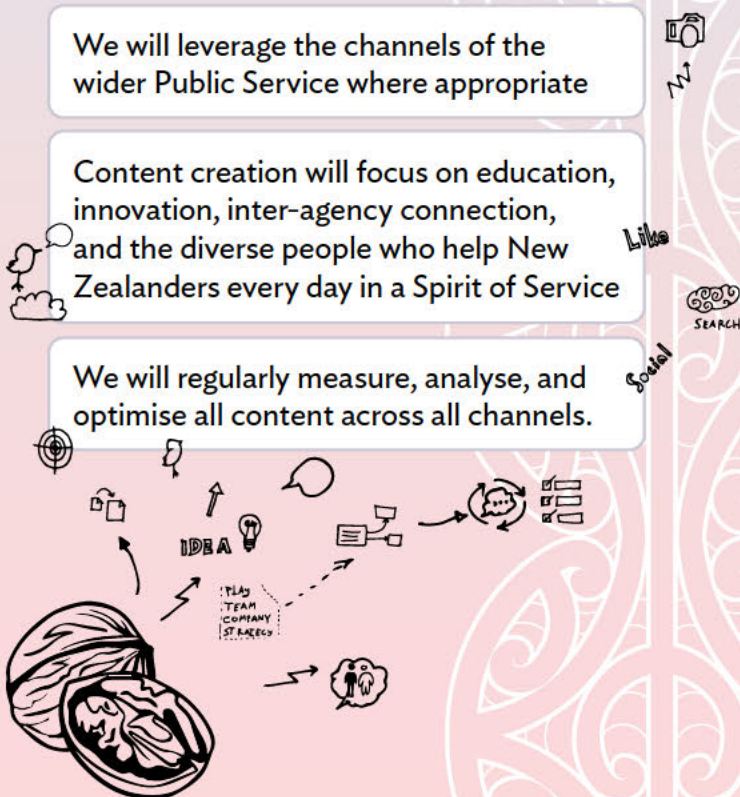
We will do this by growing our audiences through the consistent creation and distribution of data-driven content assets

We will publish content on our website first, then share via channel-specific communications our audiences expect and appreciate

We will leverage the channels of the wider Public Service where appropriate

Content creation will focus on education, innovation, inter-agency connection, and the diverse people who help New Zealanders every day in a Spirit of Service

We will regularly measure, analyse, and optimise all content across all channels.



Goals...

Increase awareness and understanding of the information, guidance, services, products and support available through the Public Service Commission and other Public Service agencies.

Increase the public's knowledge about what the Public Service is and does.

Own and amplify the Public Service story.

...and Objectives

Increase engagement with content on the website.

Increase engagement with content on the news page.

Increase the number of new visitors to the website.

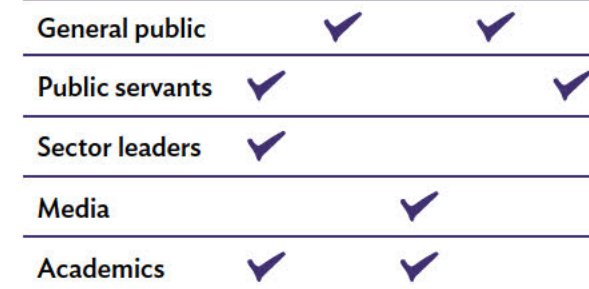
Connect with more New Zealanders and engage with them consistently across our social media channels.

Build a bank of content assets to be housed on the news page.

Key messages

- New Zealand has a trusted and well-respected Public Service
- The Public Service is made up of diverse, dedicated people
- Public servants work in communities right across the country
- They are motivated by fairness and impartiality, and by a spirit of service
- The Public Service works together for the long-term public good of New Zealand

Audiences



Content

The majority of content shared on our external channels should be ‘evergreen’ – reflecting core information already on the website, as well as content assets published on the news page.

This means about 80 percent of all channel output will be based on evergreen content, which leaves about one post in five for updates, reactive content, or other time-sensitive information.

Content pillars

1. Content that builds on existing and BAU material from the Commission (50%)
2. Content that is educational (20%)
3. Content that tells a unified Public Service story (20%)
4. Content that highlights the strategic priorities of the Public Service (10%)

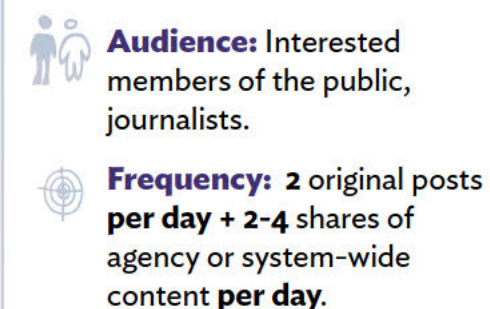
Measuring success

Three core areas to measure:

1. Volume
2. Value
3. Impact

The number one measure for the Commission's comms team is whether it meets the publishing goals as outlined right.

Channels approach



Hashtags



#PublicService
#SpiritOfService
#ServingOurPeople



Te Kawa Mataaho
Public Service Commission

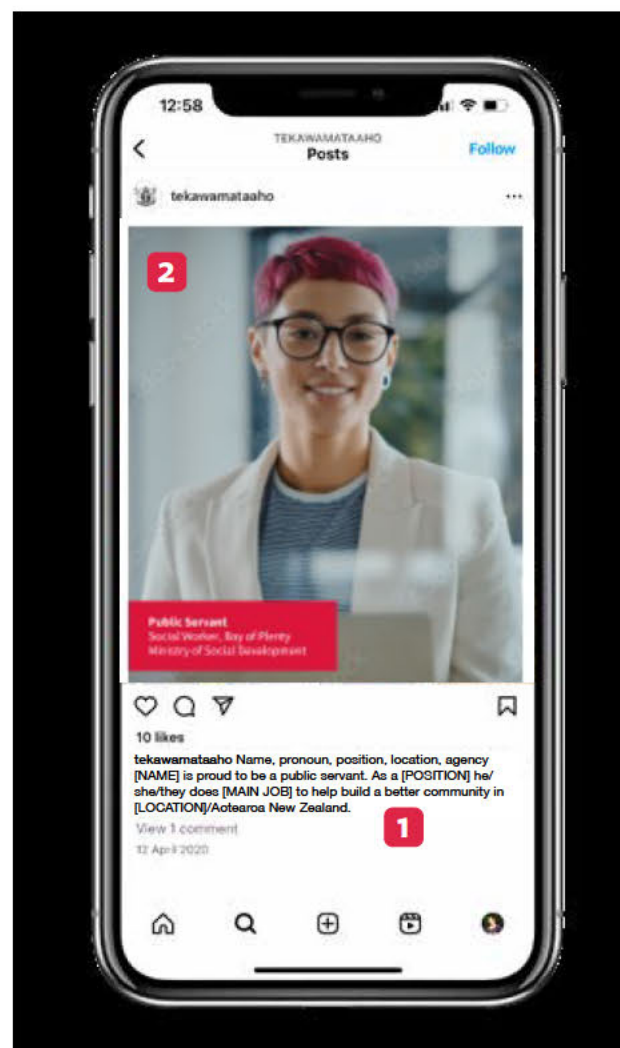
People of the Public Service

In a nutshell:

People of the Public Service is a classic profile series showcasing the work of the Public Service and wider public sector – through its people.

An ongoing series featuring public servants from across the country, we'll publish the profiles on the [Public Service Commission's website](#), then share across our social media channels, including on our dedicated [Instagram](#).

By consistently publishing and posting these profiles we will increase awareness of the services and support available through the Public Service, via the people who deliver those services to New Zealanders.



What we need:

- 1 Words (see 'format' below)
- 2 Images. These should be good quality (at least 1MB) and in portrait format. 2-3 different options would be excellent. See left for an example of the style we're after.
- 3 Written permission to share the content on our channels.

Format:

Basic info: Name, pronoun, iwi affiliation, position, agency, location.

Intro: [NAME] is proud to be a public servant. As a [POSITION] he/she/they does [MAIN JOB] to help build a better community in [LOCATION]/Aotearoa New Zealand.

Set questions:

- What does service to the community mean to you?
- How does your work make a difference?
- What achievements are you most proud of?
- What's your favourite part of the job?
- What are 3 words you would use to describe your work?
- What advice would you give to someone starting their career in the Public Service?

How long should it be?

Not too long! You can go up to 400 words, including the introduction, questions and answers (and hashtags). We'll publish the whole profile on our website, and a shortened version for Instagram.

Tips for choosing colleagues to profile

- Pick great people, you know the ones (kind, helpful colleagues, top performers, award winners etc)
- Focus on frontline staff (the ones directly helping New Zealanders)
- Ensure a good geographical spread (remember, 55% of public servants are based outside of Wellington)
- Consider choosing people who have worked in at least two agencies, either through secondment or circumstance
- Our profiles should reflect the diversity of the Public Service

Where to send your finished profile?

Email your photos, answers and permission to socialmedia@publicservice.govt.nz. Once the content is live, we'll send you the links to the article and social media posts so you can share across your own channels if you wish to do so.

And if you have any questions or suggestions, please get in touch any time. We'd love to hear from you.

Thanks for helping us tell the Public Service story.



Te Kawa Mataaho
Public Service Commission

Social media channels

Which channel for which audience?

					
General public		✓	✓		✓
Public servants	✓				
Sector leaders	✓				
Media				✓	
Academics	✓			✓	

Additional social media channels (administered by PSC)

-  Open Government Partnership Twitter
-  Open Government Partnership Facebook
-  Public Service Fale Facebook
-  Public Service Fale LinkedIn
-  Leadership Development Centre LinkedIn

LinkedIn



Target audience: Public servants, sector leaders, academics.



Good for: Strategic priority content. Press releases, reports, guidance. Service-oriented content. People profiles. Recruitment. Some educational content.



Bad for: Sharing posts.



Frequency: 5 original evergreen posts per week + up to 5 news/events/updates.

Facebook



Target audience: General public.



Good for: Educational and service-oriented content. People profiles.



Bad for: Press releases, reports, guidance, sharing posts.



Frequency: 5 original evergreen posts per week.

Twitter



Target audience: Journalists, academics, interested members of the public.



Good for: Press releases, reports, guidance, educational content. Can also be used to routinely share posts from the wider public sector.



Bad for: Posting links. Use threads to convey longer information.



Frequency: 2 original posts per day + 2-4 shares of agency or system-wide content per day.

Instagram



Target audience: General public. Younger New Zealanders.



Good for: People profiles. Photography. Ongoing series.



Bad for: Everything else.



Frequency: 1-3 original posts per week



Te Kawa Mataaho
Public Service Commission

Public Service storytelling toolkit

Let's amplify our story

Public servants are a diverse group of hardworking people, dedicated to serving communities across the country, and motivated by values of impartiality and fairness.

We know that comms teams across the system are working hard everyday to highlight their excellent mahi across their own channels. It's fantastic work.

But imagine if we could pull it together and help tell a wider story about how our work collectively contributes to the long-term public good of New Zealand?

To help with this, the Public Service Commission has developed this basic toolkit to give comms teams across the system simple ways to contribute to a wider Public Service story, amplifying our individual voices.

By telling our story consistently over time, we can all help to establish deeper connections with more New Zealanders, counter misinformation, and increase awareness of the guidance, services, products and support available through our agencies. And that will benefit New Zealanders everywhere.

Shared key messages and hashtags

Regularly using aligned messaging and hashtags is a simple way to amplify our collective Public Service story. Of course, that doesn't mean using them for every post, just the ones that help tell the story.

Key messages

- The Public Service is made up of diverse, dedicated people
- Public servants work in communities right across the country
- They are motivated by fairness and impartiality, and by a spirit of service
- The Public Service works together for the long-term public good of New Zealand.

Hashtags

#PublicService #SpiritOfService #ServingOurPeople

How we can work together

Consider using one of the above key messages and/or hashtags in articles and posts that help tell the Public Service story.

People of the Public Service

Public servants do important work every day helping communities right across the country. To highlight them and their work, we're starting a weekly series of set-question profiles which we'll publish on the PSC website, as well as on our new Instagram account (and tag you in, of course). Over time, our Instagram grid will reflect the makeup of the modern public service, highlighting our standards and best practice, and challenging perceptions of who public servants are.



Format: Portrait and profile series



Word count: Up to 400 words



Published on PSC website - Yes



Frequency: 1-3 profiles per week



Distribution: Instagram (main channel), LinkedIn, Facebook, Twitter

How we can work together

If everyone provides just two profiles per year, we'll have lots of strong material to help tell our collective story. And you can also publish the profiles on your own channels to further amplify the reach. To make it easier to produce consistent profiles, we've produced a handy People of the Public Service guide. Don't have it? Contact the team on the email below.

PSC's Twitter as system-wide hub

As steward of the Public Service, the Commission is in a unique position to systematically share information and successes from across the system. Twitter is the perfect channel for this.

As well as regularly publishing original content on our Twitter page, the Commission will also curate and share great content from across the system. This will help amplify your information

and create a system-wide hub for public servants, journalists and members of the public to see our collective story in one place.

How we can work together

Simply tag us in (@TeKawaMataaho) when tweeting your service updates, success stories or profiles of people doing great work and we'll do the rest. Oh, and don't forget the hashtags...

Got a question for us? Get in touch

We're here to help. If you have any questions, suggestions or feedback, contact us at:
socialmedia@publicservice.govt.nz

Fun fact

The combined follower-count of the **31** government departments at February 2023 was a remarkable **1,942,447**



If you include the social followers of Crown Agents, Departmental Agencies, and Non-Public Service Departments, the total grows to a whopping

9,236,450

Messages related to the use of X/Twitter

Thursday, 9 November 2023

9/11/2023 10:36 am

Out of scope

Out of scope

Also, FYI we're not meeting

our **Twitter** publishing goals of 2-4 shares of agency posts per day... I think Seamus was doing this but then stopped?

Out of scope

Pete Fitzjohn 9/11/2023 10:46 am



Hi - this looks really great Meg thank you. Perhaps we find a time on Tuesday to step Sam through this. I've been doing the **twitter** but I'm sorry I never agreed with the targets of 2 original posts per day and 2-4 reshares. There's just not that much content out there

Out of scope

Out of scope

Out of scope

Friday, 1 March 2024

Pete Fitzjohn 1/03/2024 10:56 am

PF

It's amazing how little purchase we get on [twitter](#). Peter's retirement post got 1 like and a reach of 83. While on LinkedIn so far we have 409 likes and 15,677 (as it 11am Friday)

Out of scope

23/07/2025 1:49 pm

Actually we should discuss [twitter](#). I haven't posted on there in ages and probably should be eeeeeek

Out of scope

X/Twitter 2024				
	# of posts	Engagement	Followers	New followers
January	17	82	704	0
February	19	113	705	1
March	12	125	709	4
April	13	179	717	8
May	9	121	718	1
June	1	3	718	0
July	0	0	711	-7
August	1	7	711	0
September	1	6	711	0
October	2	11	691	-20
November	0	0	691	0
December	0	0	691	0
TOTAL	75	644		

X/Twitter 2023

Month	# of posts	Engagements	Followers	New followers
January	0	1	682	-2
February	14	29	680	8
March	7	10	690	10
April	6	41	695	7
May	6	65	696	0
June	4	28	702	5
July	16	167	702	0
August	20	147	703	1
September	16	85	703	0
October	19	109	699	-4
November	21	212	698	-1
December	8	10	706	8
TOTAL	137	904		