

# Churches of Christ in Queensland

## Aged Care

**3,300** Staff

✓ All benefits

✓ Novated Leases

**12**-week transition

Lift in participation

Established in 1930, today Churches of Christ (COFC) is one of the largest, most diverse not-for-profit organisations in Australia. The organisation provides a range of care services to people at different life stages, including over 50 retirement living, community aged care and residential aged care sites.

Across all its operations, including aged care, affordable housing, children's and youth services, COFC employs a workforce of approximately 3,300. A significant proportion of staff work part-time, complemented by a large casual pool. As a community organisation, COFC remunerates below the private sector, so salary packaging is a big part of its Employee Value Proposition.

*"We needed to be sure the process was going to be as easy and as cheap as it could be."*



## Motivation for Change

Prior to engaging Eziway, COFC relied on the services of an outsourced provider, who worked in conjunction with a financial advisory service. Around 500 employees were using the outsourced service with a handful of executives salary packaging in-house.

Change impetus was largely driven by error volume (some staff received tax bills) and a member of the management team experienced consecutive mistakes.

The organisation was further challenged by:

- **High fees** - The incumbent provider charged staff \$330 to set up packaging and \$100 per claim.
- **Accuracy and errors** - Error frequency left payroll cross checking the provider's work to capture mistakes.
- **Service level** - Making contact was difficult and the provider was slow or unresponsive to queries.
- **Reporting capability** - Substandard management and end of year reporting was time and labour intensive.
- **Data management** - Payroll was inundated with as many as 20 spreadsheet corrections per fortnight.

- **Data extract** – payroll export to pre-load employees in the Eziway system.
- **Payroll training** – to prepare COFC in-house teams for the initial pay run.
- **Customisation** – development of a complementary Orion import/export facility.

*"I think the biggest thing is probably how easy it was, especially for the staff."*

Although the process was smooth, easy and transparent, many staff were initially hesitant because of past experiences and a perception of high fees. Even so, Eziway achieved a participation uplift of almost 100% during a successful implementation.

## What's been accomplished

Eziway quickly resolved the issues that were drivers to change and has continued to work with COFC on improvement initiatives. Successful collaborations include the Projected Deduction Report and Orion payroll software import/export capability.

*"The biggest benefit has been any suggestions that we've made or ideas that we've had have been able to come to fruition."*

A decision was taken to secure an alternative provider as a matter of priority, with CEO, CFO, Finance and Payroll involved in the procurement process.

Eziway was selected from the service providers considered, largely because of our rapid response capability.

## Transition to Eziway

With an ambitious six pay timeline to achieve across multiple sites, eziway swung into action with a 'road show' focused on educating COFC staff about the benefits of salary packaging. This intensive transition also involved:

- **Salary packaging hub** – a temporary 'control room' accessible by all staff.
- **One-on-one interviews** – for employees to discuss packaging in private.

Payroll processing is more efficient and the time commitment significantly reduced. For example, balancing amendments prior to funds remittance alone has saved 8-12 hours fortnightly.

Management and end of year reporting is more efficient. With all data live, the information required is available on demand and key reporting functions are no longer delayed by lack of detail.

While participation levels ebb and flow, at most sites eziway has achieved a workforce penetration rate in excess of 30% over industry benchmarks. That's an important metric for COFC because the organisation knows staff who aren't happy with pay and conditions, don't perform at work.

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