



# Explaining the Service for One Model:

## A Guide for Family Directors

This guide helps Directors confidently explain the Service for One model particularly when questions arise about directors paying themselves, potential conflicts of interest, or the use of efficiency savings. The focus is on transparency, governance, and the person with disability being at the centre of decision-making.

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### 1. The Purpose

- **Key message:** The Service for One model exists solely to enable the person with disability to live a good, ordinary life in their community.
  - The entity (company or association) provides a legal and governance structure that employs staff and manages supports on behalf of one individual.
  - This is not a profit-making business; it is a service mechanism designed around the person's needs, values, and goals.
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### 2. The Director's Role

- Directors act as guardians of governance, not recipients of personal benefit.
  - Their responsibilities include oversight, ensuring compliance, safeguarding funds, supporting the team, and monitoring quality of life.
  - The board provides checks and balances through financial reporting, conflict of interest registers, independent oversight, and transparent processes.
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### 3. Directors are unpaid volunteers

- In a Service for One, Directors are generally unpaid volunteers (family or trusted community members).
- Directors do not receive salaries or dividends.

- Reimbursements are limited to reasonable out-of-pocket expenses (e.g., printing, travel directly related to board duties) and must follow approved policies.
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#### 4. Conflict of Interest Safeguards

- All potential conflicts are declared and recorded in a Conflict of Interest Register.
  - Where a conflict exists, the Director steps out of the decision-making process.
  - Independent review, external auditing, or professional advice may be sought to strengthen transparency.
  - Policies align with the Corporations Act requirements and good governance standards.
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#### 5. Spending of NDIS funds

- Funds are claimed **exactly like any other support organisation**—by multiplying **support hours × NDIS Price Guide rate**.
  - We are transparent about the hours of support delivered and can provide evidence that these hours were done.
  - Financial systems (e.g., Xero, external payroll, independent bookkeeping) create a transparent audit trail.
  - Directors review financial statements regularly to ensure funds are used correctly.
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#### 6. Efficiency Savings: How They Are Generated and Spent

- **How they are generated:**  
Efficiency savings arise because the Service for One is small, flexible, and person-focused. Savings often come from reduced overheads compared to larger providers, tailored rostering that avoids unnecessary shifts, streamlined administration, volunteer family directors and the team's knowledge of the person that prevents duplication of services.
- **How they are accounted for:**  
After claiming NDIS funds at the published Price Guide rate for hours of support delivered, actual employment and operating costs may be lower due to these efficiencies. This difference creates efficiency savings.

- **How they are spent:**

Efficiency savings are **not profit** and cannot be distributed personally. They are reinvested strictly in line with:

- Our organisational policies,
- The stated purposes of the organisation, and
- ACNC (Australian Charities and Not-for-profits Commission) laws.

Examples include:

- Covering on-costs such as superannuation, leave, and insurance.
- Training and professional development for support staff.
- Purchasing equipment or resources that contribute to the participant's goals and inclusion.
- Building reserves to ensure continuity of supports and service sustainability.

- **Governance and accountability:**

Spending of efficiency savings is overseen by the Board, linked to the participant's goals, and reported in financial statements. Annual audits by qualified accountants ensure transparency, compliance, and alignment with the organisation's sole purpose: enabling the person with disability to live a good, ordinary life.

## 7. Why families set up services for one

- Families and allies establish this structure because mainstream providers cannot always guarantee continuity, safety, or alignment with values.
- The Service for One is a community-driven solution that strengthens accountability rather than weakens it.

## 8. Practical Talking Points

- “Our directors are volunteers. We do not pay ourselves for governance work—only out-of-pocket expenses when approved.”
- “We claim funds in the same way as any other support organisation—support hours × NDIS Price Guide rate—and are transparent about the hours of support provided, with evidence available.”

- “We generate efficiency savings, which are reinvested in line with our policies, organisational purpose, and ACNC laws.”
- “All funds and savings are tracked, reported to the Board, and audited annually by accountants.”
- “We maintain a conflict of interest register, and directors step out of any decision where they could personally benefit.”
- “This model strengthens safeguards, because those most invested in the participant’s wellbeing ensure funds are spent wisely and transparently.”