



# ANNUAL REPORT

## 2021/22



## Acknowledgment of country

Essential Personnel acknowledges the Aboriginal peoples of Western Australia as the Traditional Custodians of the land on which Essential Personnel works. We are privileged to work with and alongside Aboriginal and Torres Strait Islander families and communities and pay our respects to Aboriginal and Torres Strait Islander Elders, past and present.

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## Diversity and Inclusivity

At Essential Personnel, choice, equality, and inclusion are at the core of who we are. Our commitment to these values is seen throughout all levels of our organisation. Diverse and inclusive teams have a positive impact on our services, and help us better serve customers, employees, and community stakeholders from every background.



Avon Community Employment Support Centre Inc.  
T/A Essential Personnel

ABN: 73049570899

*Photo by Bailey Mahonh*





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## Significant 'everyday' impact

The theme of this year's annual report is based around celebrating our customers as members of their communities and acknowledging significant 'everyday' steps made towards their life goals. We want to break down the stereotypes and misconceptions around the immeasurable value that people with disability give and receive from their communities. We also want to highlight how positive small changes in an individuals life can have a big impact.



# Our organisation

Essential Personnel is a not-for-profit organisation, established in 1989 to provide services for people with disabilities in the Central Wheatbelt of Western Australia. At present, our services reach out to the Perth Metropolitan as well as regional Wheatbelt areas.

## Our Vision

Creating futures and changing lives

## Our Mission

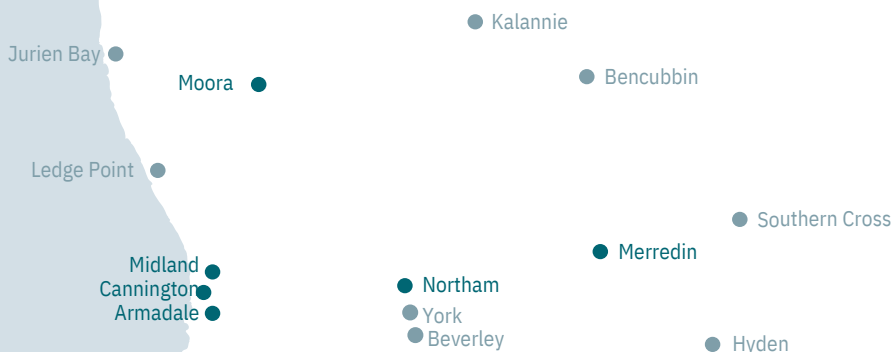
Supporting people to achieve their goals by putting their abilities first

## Our Values

Choice, Equality, Inclusion

## Our Strategic Goals:

1. Grow our services
2. Whole of customer and family experience
3. Operational excellence
4. People and culture
5. Grow our brand



@essentialpersonnelwa



@essentialpersonnelperth





**89**

**staff**



**41%**

**of staff have  
a disability**



**2262**

**hours of  
staff training/  
professional  
development**





# CEO's Report

Being the CEO at Essential Personnel was a great privilege.

During my time, I led the organisation through some challenging periods. At the start of my journey, I was tasked with bringing financial sustainability to the organisation at a time when disability organisations were transitioning from group-based services to individually funded supports paid in arrears. This was not straightforward, everything we did needed to be reviewed and redesigned whilst focusing more on providing high-quality front line supports that were tailored to individual goals and needs.

Then we had a global pandemic. This was a period of great uncertainty which demanded leadership that was responsive and able to adapt to ever-changing guidelines. The impact was huge on Essential Personnel, as with other organisations, as we experienced staff and PPE shortages, vaccination issues and a decline in service demand. Our DES service was hit the hardest and took a long time to recover, as customers were faced with unemployment due to business closures mainly in hospitality, which in turn reduced the number of employment outcomes we were able to claim.

However, I am proud to say we bounced back bigger and better than ever before. Our financial position grew stronger every year, as we were able to grow our NDIS services, provide a range of alternative services, and develop new partnerships and service offerings. For example, from 2018 – 2022 Essential Personnel increased its:

- Working Capital ratio from 0.6 to 4.3
- Gross Revenue from \$5.7+ million to \$6 + million
- Current assets from \$471,221 to \$4.5 million (2021).

During this time, we also have invested back into the community, purchasing land for future development in Northam.

None of this success would have been possible without the support from the board and the incredible Essential Personnel staff around me. I pay particular thanks to the Executive Team, Teeny Lane, Navneet Kaur, Marian Zhao and Julie Carter who believed in me and worked alongside me to implement a shared vision for Essential Personnel. Without our incredible team, none of this would have been possible and I believe Essential Personnel would have been in a very different place.

My time with Essential Personnel has come to an end, I am proud of all our achievements but I am even prouder that the next chapter of Essential Personnel's leadership will be driven by Teeny Lane. Her exceptional leadership skills and creative mindset will continue to have a positive impact on the organisation and for people with disabilities. I am excited to see what's next for Essential Personnel and I am confident the organisation will go from strength to strength under her leadership.

All the best and watching your continued success from afar.



**Dawn McAleenan**  
Chief Executive Officer  
(2018-2022)



# New Leadership

It is with both sadness and gratitude that we saw Dawn McAleenan's resign as Chief Executive Officer (CEO) of Essential Personnel on 1st July 2022.

Dawn came to Essential Personnel in December 2018 during a difficult time in Essential Personnel's history. Her accomplishments during her tenure have placed Essential Personnel in an enviable position in the not-for-profit sector. Dawn has played a critical role in the development and growth of Essential Personnel and she has built a strong, high performing team of spirited individuals and this team will be her legacy to us.

We will miss her leadership, her commitment, her passion, her energy and her knowledge. Dawn will be the new CEO of Crosslinks and we wish her all the very best of luck.

We are pleased to announce that Teeny Lane has stepped into the role as CEO for Essential Personnel. Teeny commenced with Essential Personnel in 2010 as a Support Worker. Since then, she has been in the position of Lifestyles Manager and more recently Regional Manager for the Wheatbelt.

Teeny also brings with her a wealth of experience from the wider sector. For 5 years she was a member of the Council of Regional Disability Service Organisations (CORDS) ensuring customers and organisations in the regions of WA had their needs considered and met. This was integral in the reform from state to nationally funded disability services (NDIS).

As many of our staff can attest, Teeny goes above and beyond in all areas and she does so in a caring and compassionate way. Teeny brings a can-do attitude with her leadership and is not afraid to think outside of the box. We look forward to what she will bring in this new capacity.



**Max Trenorden**  
Board Chair



*Teeny Lane and Dawn McAleenan*

# Our Stories

## Our Customers

### Tiffany's Story



Tiffany lives and works part-time in Midland, loves Marvel movies, playing UNO (all variants), and hanging out with her friends. Through the assistance of Essential Personnel's Support Coordination, Tiffany has gained an openness to facing new challenges, overcoming anxiety, and has taken major steps in becoming more independent.

When Tiffany first started with Essential Personnel, she didn't quite understand the role of her Support Coordinator. She described previous experiences with NDIS services as an "emotional rollercoaster." Through working with and getting to know her Support Coordinator, Tiffany sees them as consistently supportive, always encouraging and trustworthy.

At first hesitant when facing new situations, Tiffany has gained a new awareness of where she is at and what she is capable of. When she had decided it was time to live on her own or with a friend, Tiffany worked alongside her Coordinator to explore options. Part of this included liaising with the Essential Personnel Lifestyles Accommodation team to arrange a trial run with her friend at one of our Respite Houses. Following this, Tiffany has moved into her own place and has continued her journey.

When moving into her own place, Tiffany's Support Coordinator assisted her in developing the right tools for facing her fears, knowing her options, looking at the information and making the best decisions for herself. Her Support Coordinator was also able to connect Tiffany with two Support Workers of similar age, who can relate well with her and are willing to challenge her through positive encouragement. Tiffany has a newfound confidence that allows her to continue to grow in independence.

Tiffany now sees herself in a new light, with a new awareness of both her mental and physical health and has started trying new things to aid this. She has developed a regular exercise schedule, has bought her own bike for transport locally as well as recreation and is taking the time to learn the road rules while gaining confidence to get out and about. She has also started diamond art, which has improved her hand-eye coordination, handwriting, and her confidence. She found these activities gave her a greater sense of peace, calm and assisted in her ability to sleep in her own house.

We look forward to seeing what the next year brings for Tiffany.



*Tiffany riding her bicycle*



# Our Customers

## Michael's Story



A car accident changed Michael's life forever. Michael's family were doing a wonderful job managing daily activities for him around their own busy schedules.

When Essential Personnel first connected with Michael, his family believed they didn't need extra support. Michael struggled to find motivation to get out of the house, often preferring to stay at home and watch TV.

As the team at Essential Personnel got to know Michael and his family, they created a relationship built on trust. Through small, but significant everyday activities, Michael has found a greater confidence and connection with friends and family.

Michael is now a keen member of his community and has rediscovered his goals in life. This has led to him finding new ways of living, different activities, and positive change and growth.



Michael practicing boxing.

Michael now loves getting out and about! He plans his outings with his support workers, chooses what he wants to do and really looks forward to his adventures. He is involved in various community groups, including his local hydro-pool where he has not only developed greater physical strength and mobility, but has also formed good relationships with the other attendees. Michael is now more confident in going underwater and has fun showing off his swimming skills and enjoying the great community he has found. Michael also attends physio, where he has been working on improving his mobility.

Michael really enjoys attending his local Men's Shed, where he gets in, helps out, gives advice, and makes various woodwork items. As Michael's community involvement has grown his confidence, his social skills have increased. He loves to chat, read things out loud and continues to develop his speech as he practices. His Men's Shed community are very supportive of Michael, often pushing his wheelchair up the ramp for him, always considerate when he walks around to play pool and stand with friends - they have even acquired a supportive chair which is perfectly suited for him to sit down and work in.

In addition to his busy social life, Michael enjoys cooking meals for his family, particularly his sister and her son. Michael's gained independence has provided greater support for them all and they think the progress is great.

***"I feel privileged that I can help him have an everyday life. Our Essential Personnel staff are great, it's a real team effort and we're all on the same page working together for the common goal, and the support and advice is there from our line managers when we need it."***

*- Support Worker who works with Michael.*



## Our Customers

### Amanda's Story



When Amanda first came into Essential Personnel, she was struggling with her mental health and in a state of feeling overwhelmed. Since then our staff have assisted her to take the steps needed to slowly build confidence and overcome her anxieties, as she has undertaken new studies and become increasingly involved in her wider community with the ultimate goal of finding meaningful employment.

Essential Personnel worked alongside Amanda as she commenced a Cert III course in Aged Care with Centacare. Amanda's Employment Consultant assisted behind the scenes and with her permission they made initial contact with the trainer on her behalf, working with them to understand Amanda's anxiety.

Essential Personnel also encouraged Amanda in building self-confidence, introducing her to a job search club where she has made friends and gained more confidence to ask for help. Everything was done according to Amanda's pace, to make sure that she was confident every step of the way.

**"She has been the most outstanding student"**  
- Aged Care Course Trainer

Amanda's course trainer reflected on having Amanda as a student, "I recall seeing Amanda on her first day here and jee she's a different woman now! I have been Amanda's trainer for the majority of this year and her personal growth has been amazing to observe. Her confidence has grown immensely; she asks questions in class, answers questions in class, participates in discussions, helps others in the class when they need help, she's helped to relax and calm new students, she's guided and mentored a couple of her classmates through role plays. And her laugh is contagious! It has been such a privilege to get to know Amanda"

Amanda expressed that she wants to be able to make a difference in her community and this is what motivates her to want to work in aged care. She has now started a work experience role, with the potential for a job in Aged Care in the future.

Amanda's Employment Consultant explained that it's the person-centred approach that we have at Essential Personnel that helps us to build relationships with our customers and take time to understand where they are at. This is especially the case when looking at how Amanda has been able to make meaningful progress toward living the lifestyle she wants.



## Our Customers

### Colleen's Story

***“This has been the best job I’ve ever worked at, Scott (Colleen’s Employer) has been so understanding and professional”***

**- Colleen**



Essential Personnel's Employment team assisted Colleen to find the right job for who she is. Through connecting with Dr Scott Hollier from The Centre of Accessibility Australia (CFA Australia), a position was found for Colleen that not only suited her lifestyle but has grown her professional experiences and network connection to the wider community.

Colleen came to Essential Personnel because she felt her previous Disability Employment provider was not providing adequate support. Colleen's previous employers were only able to provide limited hours, and Colleen was back applying for roles and going for interviews.

One of our staff had a connection with Scott from CFA Australia, and heard that he was looking to hire someone with IT skills, so he was referred to our DES team. Colleen had worked in a library where she gained archiving, admin and organisational experience. After Scott interviewed her, he decided instead to employ her in a new role as an Office Coordinator, which better suited her skillset.

Scott has taken the time to understand Colleen throughout the process of employing her, he has been very accommodating of her physical disability and mental health issues, allowing her to also work around medical appointments. With the value that she is adding to the workplace, Scott has given her more responsibility and work hours, whilst still maintaining the same flexibility.

Colleen's Employment Consultant explained that she has seen such a difference in Colleen compared to the past; she is so much happier in herself, feels valued, and although she still has her barriers and challenges, she receives the right support needed. Colleen now has routine and a greater purpose, feeling valued and contributing to a good cause.

***“I’m so happy that she is in such a good headspace, this work environment was meant for her!”***

**- Colleen's Employment Consultant**

As part of the CFA Australia, Colleen has found working for a great cause has also sparked in her the desire to network, meet new people and spread the word about the work they do. She was also invited to partake in an awards night with CFA Australia. Outside of this job, Colleen is also involved in a Community Radio station where she presents. Using her connections with radio, she has been able to share her experiences and has become a real advocate for people with disability and the work that CFA Australia is doing.

Colleen has also written and self-published 8 books!

## Our Customers

### Jeremy's Story



When Jeremy first joined Essential Personnel he had the goal of overcoming his social anxieties and having a greater involvement in the wider community. Since then Jeremy has become a key member of his local community, gained employment and developed a healthy social life.

Growing up at his parents farmhouse, Jeremy didn't always have many opportunities to connect with the wider community. Combined with the loss of his leg when he was 11 years old, Jeremy had social anxiety and struggled being around and having conversations with people. When his brother received NDIS funding, Jeremy learnt about Essential Personnel's respite house in Merredin, Marwick House. In 2020 Jeremy received his own NDIS funding and decided it would be a good idea to find respite and gain independence skills at Marwick House as well.

Since then, Jeremy has come to enjoy being around other people a lot more, now working with and interacting with many different people. Our Lifestyles Support team also saw an opportunity to connect Jeremy with our Disability Employment (DES) team, and through the collaboration of our Coordination of Support, Lifestyles and DES teams, were able to secure Jeremy meaningful employment at his local IGA Supermarket.

Jeremy is able to live the lifestyle he wants, getting out, going to the gym, maintaining a healthy diet, and building social skills. Now with employment, Jeremy has a new life motivation and this is reflected in the way he works also. One of Jeremy's managers said, "Jeremy puts in the work, goes out of his way to help out others, they are able to go to him when they need a shift covered because he's reliable."

Jeremy is also finding the benefits of employment go far beyond just financial. He has become a known and welcomed face in the community. He now has a wider friendship group through making new friends from work, and friends at the local pub. He finds confidence in knowing that he has people to confide in and feel accepted.

Jeremy has been able to move out into his own home and with support of Essential Personnel and Therapy Focus, he is receiving appropriate Assistive Technology for his lifestyle.

***"Essential Personnel gave me the confidence to know that I am able to live on my own, to gain the independence. They helped with the paperwork, understanding what I had to do to get setup, and my support worker even took time out of his weekend to help organise the move. It's great feeling living closer to work as well. Even in the down times, I feel a part of the community and now have support outside of Essential Personnel as well."*** - Jeremy



Jeremy working at his local IGA



***“Essential Personnel has completely changed my life.”***

**- Jeremy**



# Our programs

## Lifestyles Services

Lifestyle Services provide a wide range of supports for individuals to assist them to live the life they choose. Types of supports we provide under Core and Capacity Building are:

- Daily Living
- Home
- Health and Wellbeing
- Lifelong Learning
- Work
- Social and Community Participation
- Relationships
- Choice and Control

Lifestyle services also have a team of Coordination of Supports to assist individuals to bring their NDIS plans to life.



**97**  
new  
participants



**195**  
participants  
supported



**58,041**  
support hours provided







## Coordination of Supports

Essential Personnel has a team of Support Coordinators, who assist customers with navigating and implementing their NDIS plan. A support coordinator will work with a customer to ensure a mix of supports are used to increase their capacity to maintain relationships, manage service delivery tasks, live more independently and be included in their community.

Support Coordination focuses on:

- Addressing barriers to participation
- Management of multiple/complex supports
- Resolving service delivery issues from a range of providers which intersect with mainstream services
- Implementation of all supports in the plan, including informal, mainstream and community, as well as funded supports.
- Crisis resolution and developing resilience.



## Disability Employment Services (DES)

Disability Employment Services is a core part of who Essential Personnel is, being one of the first services we provided as an organisation.

Since our inception, we have been supporting individuals with intellectual, learning, physical, sensory, psychiatric and neurological disabilities to find meaningful employment. We have assisted these individuals to engage, gain and maintain the employment or training of their choice, according to their diverse range of skills and abilities.

We forge strong relationships with our customers and the business community, providing a flexible service that meets the requirements of employees.



**462**  
participants  
supported in  
DES



**149**  
metro  
employment  
support  
services



**313**  
wheatbelt employment  
support & disability  
management services



**151**  
new DES  
customers



**83**  
commenced  
work



**102**  
supported to  
keep their job



## Quality and Assurance

As well as our internal quality assurance processes, every year we also have an independent external audit on our Disability Employment Services. The aim is to determine if we comply with the National Standards for Disability Services and to gather feedback on our performance. This year we received excellent findings from the report. The report also includes quotes from interviewed customers, chosen at random.

*“They have gone beyond and above, they learned from me and I learned from them, it’s a real partnership” – Customer*

*“They went above and beyond in assisting me to get a job, in fact they have supported me in life generally; it was a real holistic approach, and my Employment Consultant is fantastic.” – Customer*







## Property Care Services

Property Care provides a range of gardening services to local businesses in the Northam area, whilst directly employing 10 people with disability. The quality of the service we provide does not go unnoticed.

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*“Their team has consistently delivered reliable, professional and quality services. We have no hesitation recommending Essential Personnel to others”*

**– Wheatbelt Aboriginal Health Service**

The Property Care Coordinators and Supervisors have taught all their employees valuable workplace skills, along with allowing them to bring purpose to their life. Every day the Property Care employees are excited to jump on their favourite machinery (the lawnmowers), something that has taken many of the employee’s years to be able to operate confidently and safely.

Being a part of Essential Personnel Property Care team provides a sense of inclusivity and worth for all involved. It allows the employees to gain valuable experience and an opportunity that may not have been available due to their disabilities.



# Our Projects

## Employment Buddy Program

Essential Personnel, in collaboration with Rise, were successful in securing a grant to deliver a case management service to support young people with disability to develop their job readiness skills. This successful collaboration was named the Employment Buddy Program.

This initiative was a unique program that combined Case Management, Education and Work Sampling Placements for over 50 young people across the Perth Metro area.

A key challenge for young people with disability when they enter employment is that they often struggle with social and cultural workplace interaction, as a professional working environment depends on collaboration with co-workers and confidence to generate and present ideas. This unique program provided participants with individual development opportunities, increased their confidence in the workplace and gave them a better understanding of what sort of job they would like in the future.

We saw fantastic outcomes and received really positive feedback from participants and their families. On top of the program's desired outcomes, 7 individuals were offered employment and a further 7 were offered work experience!

We hope and look forward to continuing the program, as we look to secure future grant funding.









# What our staff say about us

88%

**I feel Essential Personnel values diversity**

(e.g. age, gender, ethnicity, language, education qualifications, ideas, and perspectives)

96.5%

**I am determined to give my best effort at work each day**

*"Knowing that I can support someone and help them stay in paid employment with my support and have that relationship that makes them feel encouraged to keep doing what they are doing."*

*"I love helping others and enjoy the variety each day brings. My customers are awesome people and I look forward to seeing them"*

*"The people are very nice. The job is challenging at times and allows me to gain different skills."*

*"I love the flexibility of working for Essential Personnel, the ability to be able to work from home on days when I am experiencing difficulty with motion/mobility, being able to work with younger people, and the interesting work."*



# Our Board & Leadership teams

## Board



**Max Trenorden**  
Board Chair



**Les Pettitt**  
Board Member



**Geoff Hall**  
Board Member



**Werner Fourie**  
Board Member



**Carol Wallbank**  
Board Member



**Riaan Piek**  
Board Member



**Jodie Beeson**  
Board Member



**John Hancock**  
Board Member

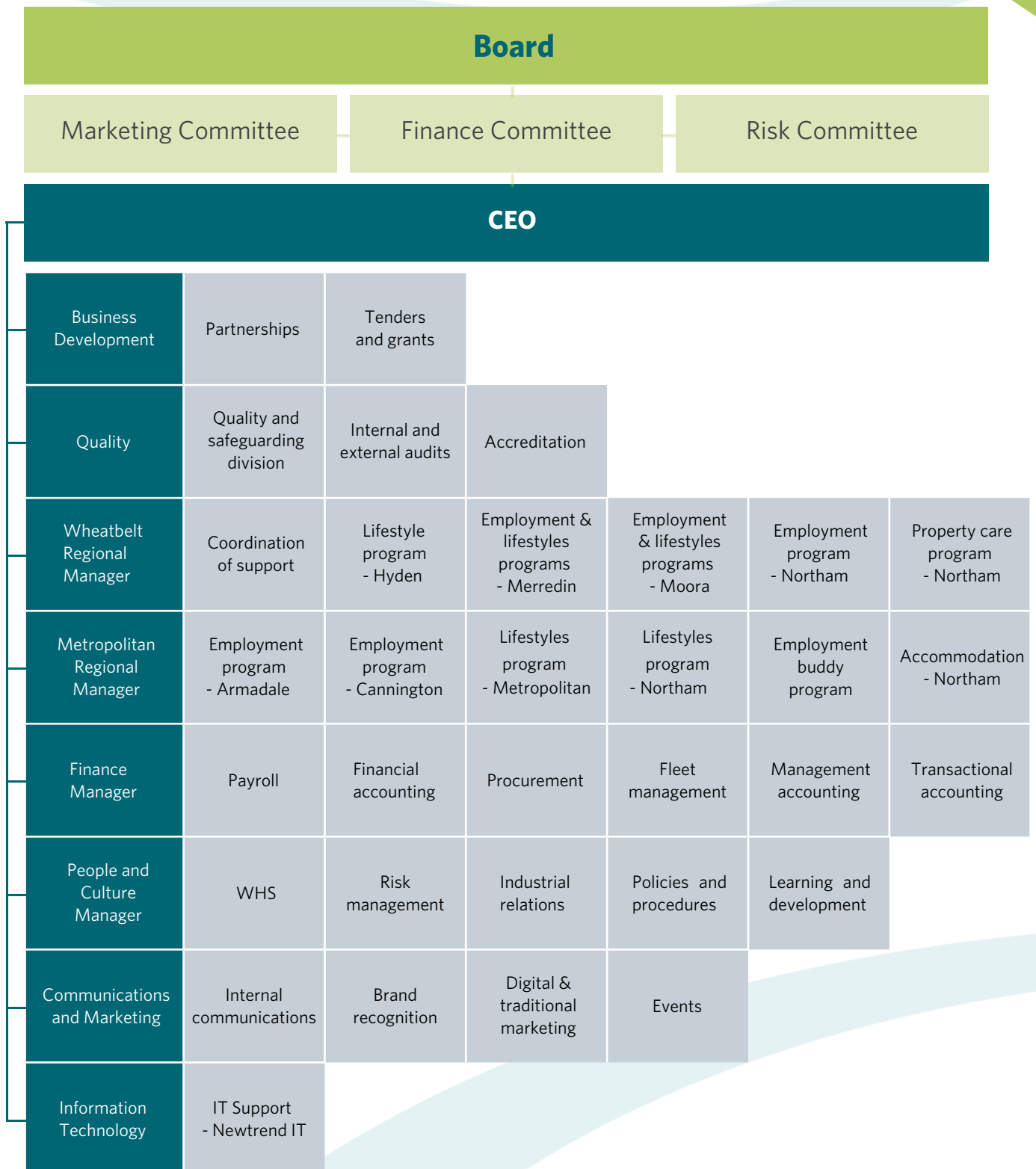
## Leadership team

**Left to right:** Navneet Kaur (Regional Manager), Julie Carter (People and Culture Manager), Dawn McAleenan (CEO), Teeny Lane (Regional Manager), Marian Zhao (Finance Manager)





# Our functional structure



# Financial report

by Finance Committee Chairman – Geoff Hall

Year Ended 30 June 2022\*

Essential Personnel's financial position has continued to improve throughout the year ended 30 June 2022, despite the ongoing difficulties associated with Covid 19.

The net profit for the year ended 30 June 2022 was \$586,259. This is lower than the 2021 profit of \$1,515,393. However, after deducting the \$959,150 received in Job Keeper Subsidies in 2021, the adjusted 2021 trading profit is very similar to 2022.

The balance sheet remains strong with net assets increasing by \$613,741 to \$5,403,123.

There has been difficulty in delivering the full range of services this year primarily due to the pandemic. The organisation has, however, done extremely well to continue to deliver a high standard of services within efficient and effective guidelines which has again provided a financial outcome at the high end of industry expectations.

CEO Dawn McAleenan, our finance manager Marian Zhao, senior managers and staff have worked under difficult conditions to achieve a positive financial result.

The continuing financial improvement can be seen in the following statistics from the year ended 30 June 2018 to 30 June 2022:


	2018 \$	2019 \$	2020 \$	2021 \$	2022 \$
Gross Revenue from Services	5,776,000	5,776,000	6,032,000	6,953,000	6,026,782
Net Profit	-183,491	458,530	787,105	1,515,393	586,259
Net Profit before Depreciation	-19,974	593,552	904,670	1,639,825	696,769

## Financial Statement Analysis:

	2018 \$	2019 \$	2020 \$	2021 \$	2022 \$
Current Assets	471,221	1,340,151	2,297,216	4,156,718	4,530,918
Current Liabilities	728,663	748,042	821,013	1,088,336	1,043,239
Working Capital	-257,442	592,109	1,476,203	3,068,382	3,487,680
Current Ratio	0.6	1.8	2.8	3.8	4.34

\*For full Financial Report, please refer to our website [www.essentialpersonnel.org.au](http://www.essentialpersonnel.org.au)





The strong financial performance has improved the working capital the current ratio rising to a very strong 4.34

This improvement takes into account the purchase during the year of a block of land in Wellington Street Northam.

Essential Personnel currently has significant cash reserves.

The Board and the Executive continue to be keen to utilise available funds effectively to ensure any expenditure of capital will improve Essential Personnel's level of service delivery in a financially viable way while, at the same time, ensuring we maintain a strong balance sheet.

On 30 June 2022, we saw the departure of our CEO Dawn McAleenan. Dawn has made a significant contribution to Essential Personnel and certainly was the main driver in achieving the strong financial position we are in today. Dawn has been very well assisted by our brilliant accountant Marian Zhao. Marian's work and presentation of reports have allowed Dawn, Dawn's executive, and the Board to see up-to-date financial reports regularly so that decisions can be made on accurate financial information.

I, on behalf of the Finance Committee, would like to thank Dawn for her great contribution and wish her the best in the future.

I would also like to welcome Teeny Lane as the newly appointed CEO. The future already looks very exciting for Essential Personnel with Teeny introducing some new initiatives and working successfully to consolidate some of our activities which looked under threat just a few months ago.

As Chairman of the Finance Committee, I sincerely thank Dawn, Teeny, Navneet, Marian, and the managers and staff for their efforts and also the Board for their work in ensuring we continue to steer a strong financial course.

**Geoff Hall**

Essential Personnel Finance Committee Chairman

# Employee Anniversary Congratulations

We like to celebrate the many long term employees within our organisation.

## 5 Years in 21/22

Penny Woodham  
Susan Kellie  
Vicki Hunter  
Diane Watts  
Kylie Bell

## 10 Years in 21/22

Dianne Anderson

## 15 Years in 21/22

Sharon Roussety

## 20 Years in 21/22

Karen Chedzoy

## Special thank you to:

APM

Audit Partners Australia

Australian Grain Technology

Bradken Foundry

Bridgeley Community Centre

Bunnings Northam

Central Regional TAFE Northam

Centre For Accessibility

Certification Partner Global

Country Realty

Department of Communities

Department of Health

Department of Social Services

Directions

DPIRD

Dream Builders

Dukes Inn

EMICOL

Explorability

Global Compliance

Certification

Hollett and Lawrence

Juniper

Kira Community Services

Landcorp

Lotterywest

Moora Men Shed

Multicon

Muresk Institute

Newtrend IT

NDS

NDIS

Professionals

Public Trustee

Rise Network

RSM Australia Pty Ltd.

Share and Care

SAI Global

Wheatbelt Aboriginal Health

Wheatbelt Medical Centre

Wheatbelt Mental Health Service







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