



Western Australian Investment and Trade Plan 2021-22



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1. Leveraging investment and trade in Western Australia

The Western Australian (WA) economy has remained relatively strong throughout 2021, with investment and trade an essential driver for its full recovery, future resilience and diversified growth. Despite the COVID-19 pandemic, WA's economy recorded growth of 1.4% compared to a 0.2% contraction nationally in 2019-20. WA's merchandise exports in 2020-21 were \$222.1 billion, accounting for 56% of Australia's total exports.

In addition to the ongoing impact of COVID-19 on global trade and the supply of investment capital the global economy is facing a number of other parameter shifts, such as the emerging dynamics of a post Brexit world; a shift in global supply chains driven by a rise in the digitisation and automation of production processes; increasing prioritisation of environmental, social and governance (ESG) considerations; a new United States administration; and the establishment of global alliances such as the trilateral security pact between Australia, the United Kingdom and the United States known as AUKUS.

In 2021-22, the WA Government will continue to strengthen its approach to attracting investment and growing trade. In recent years WA's economic growth has been concentrated in the mining industry, however, diversification remains crucial to making the economy less susceptible to external influences, improving supply chain resilience and opportunity, dispersing market risk and creating local jobs.

1.1. Alignment with broader WA Government policy

The State's economic development framework, Diversify WA, was released in July 2019. The framework's vision is for WA to have 'a strong and diversified economy delivering secure, quality jobs through increased investment across a broad range of industries.'

The COVID-19 pandemic has provided an opportunity to review the economic development framework presented in Diversify WA and how the WA Government can best support the economy. The revised Diversify WA framework also recognises the importance of activities that will improve value and productivity across multiple sectors of the external-facing economy. These cross-sector activities are:

- supply chain development
- advanced manufacturing
- science, innovation and technology
- ESG frameworks

WA's investment and trade activities in 2021-22 are also aligned to a range of other economic development plans and initiatives, including:

- **WA Recovery Plan**, which outlines a series of initiatives aimed at boosting the economy, creating jobs and helping industries to rebuild, including through investment attraction.
- **WA Jobs Plan**, which focuses on preferencing Western Australians for WA jobs, WA manufacturing, creating jobs in regional WA, reducing interstate fly-in-fly-out, providing more training and continuing to diversify the State's economy.
- **WA Asian Engagement Strategy 2019-2030**, which highlights investment and trade with Asia as a key part of the WA Government's economic agenda.
- **Supply Chain Development Plan 2021-22**, which provides an approach to growing the capability, competitiveness and participation of WA businesses in the domestic and global supply chains of both established and emerging industries.
- **Investment Attraction and New Industries Fund**, which builds on the State's existing strengths, leveraging industry's knowledge and expertise through a range of financial and non-financial incentives to support investment attraction into new and emerging industries in WA.
- **State Infrastructure Strategy**, which identifies the State's infrastructure needs and priorities, while addressing a broad range of social, economic and environmental objectives to make recommendations relating to infrastructure planning, prioritisation and decision making.
- **Western Australian Climate Change Policy**, which sets out the State Government's plan for a climate-resilient community and a prosperous low carbon future.
- **A range of industry specific strategies**, such as the Future Battery Industry Strategy, the Renewable Hydrogen Strategy, the Primary Industries Plan, the STEM Skills Strategy, the Defence and Defence Industries Strategic Plan, and the Energy Transformation Strategy.

1.2. WA's investment and trade ecosystem

In 2019 Invest and Trade WA (ITWA) was established in the Department of Jobs, Tourism, Science and Innovation (JTSI) as the State's 'front door' for investors and exporters, facilitating investment into WA and assisting local industry to access new export markets. ITWA also provides a range of information and support services to WA small and medium enterprises (SMEs) that seek to reach their full export potential.

Other WA Government agencies also work to attract investment and support exporters, including the Department of Primary Industries and Regional Development (DPIRD) who support agricultural and food opportunities and promote the State's aquatic resources. Similarly, the Department of Mines, Industry Regulation and Safety (DMIRS) also works to attract investment into WA's mining and resources industry, while promoting the State's export capabilities in the mining and mining equipment technology and services sectors. Other WA Government agencies that are active in investment and trade include the



Departments of Health and Local Government, Sport and Cultural Industries. ITWA collaborates across all these agencies to support investment and trade outcomes.

The State works to foster strong relationships with Australian Government agencies in the investment and trade space, including the Department of Foreign Affairs and Trade (DFAT) and Austrade, especially in the delivery of investment and trade policy, client servicing and events.

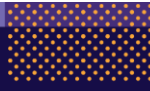
State government agencies also work closely with a range of industry stakeholders such as WA businesses, peak bodies, alumni associations, business councils, and academic organisations. For example, ITWA collaborated with the Consulate General of India, Chamber of Commerce and Industry of WA, Australia-India Business Council (WA), Perth USAsia Centre, Confederation of Indian Industry, Indo-Australian Chamber of Commerce and a range of businesses on the delivery of the India Connect 2021 event.

The State Government has a number of international investment and trade offices that work in partnership with ITWA's Perth Hub to attract investment into WA and assist exporters to expand their offerings offshore. In September 2020, the Premier announced the international office network was moving to a hub-and-spoke model with the State's international offices grouped into five regional hubs: ASEAN, China, India-Gulf, North East Asia and United Kingdom/Europe. The Premier noted that "this is a much more flexible model that enables the State Government to be responsive to emerging market and industry priorities in the months ahead, in a post COVID-19 world". Under this model, the State's international office footprint will be expanded in the coming years to foster new investment and trade opportunities in a diverse range of markets and industries, in line with the WA Government's economic diversification objectives.

As part of these new arrangements, the State's Investment and Trade Commissioners are employed under a secondment model, with Commissioners appointed from the WA public sector for a period of three years with a possible two-year extension. As part of these new arrangements, the State's Investment and Trade Commissioners are employed under a secondment model, with Commissioners appointed from the WA public sector for a period of three years with a possible two-year extension.

During the recruitment process, JTSI looked for people who had a strong track record in delivering strategic outcomes for the WA Government and an aptitude for promoting the State to overseas businesses and governments in international setting. Core capabilities such as strategic policy experience, the ability to build productive relationships, good communication skills, stakeholder engagement expertise and effective leadership skills, were a key focus of the recruitment process.

Due to COVID-19 travel restrictions, the Commissioners are currently based in Perth due to government travel restrictions and are leading their teams remotely, while undertaking an extensive onboarding program. This transition has provided them with a strong grounding in the current priorities of WA industry and enabled them to foster effective relationships with state-wide industry and government stakeholders.



1.3. The role of this Plan

The WA Investment and Trade Plan 2021-22 (the Plan) is a whole-of-government plan reflecting a strategic, cross-agency approach to investment and trade. The Plan provides a clear overview of the WA Government's main investment and trade initiatives in key sectors for 2021-22, including activities in relevant overseas markets.

This is the State's third annual Investment and Trade Plan, with the inaugural plan released in 2019. Despite the impacts of the pandemic, the State successfully delivered the majority of activities in the 2020-21 plan and responded innovatively to deliver priority activities where traditional modes of delivery were not available due to restrictions on travel or gatherings.

This Plan builds on that success, identifying how the WA Government's onshore and in-market activities align to key sectors in 2021-22, and how investment attraction and trade promotion activities will continue to be respectful of, and responsive to, the conditions that international markets are experiencing in the wake of the pandemic, and the constraints that public health guidelines and restrictions continue to have on traditional business practices and tradecraft.

The Plan demonstrates how the WA Government is focusing on activities where government action is required to unlock diverse investment and trade opportunities to generate renewed and sustained economic activity and local jobs.

Section 2 of the Plan outlines the four key elements that underpin the State's strategic approach to investment and trade and related activities that are planned for 2021-22.

Section 3 articulates opportunities within WA's key sectors for 2021-22, including related initiatives and activities. It also includes brief case studies that highlight the investment and trade activities of the WA Government across key sectors, helping the State's companies grow their businesses, improve productivity and increase their global competitiveness.

Section 4 outlines the State's investment and trade activities by regional hub.

1.4. Implementation and reporting

Implementation of this Plan will result in increased investment and trade opportunities for WA businesses and industry. This will facilitate job creation and innovation across WA, and contribute to a more diverse, resilient and sustainable economy.

Implementation of the priority activities in this Plan is regularly monitored through a range of mechanisms embedded in existing plans, strategies and work programs. All actions identified in the Plan will be incorporated into existing reporting instruments outlined in other relevant WA Government industry strategies, such as the Future Battery Industry Strategy and the Defence and Defence Industries Strategic Plan.



To avoid duplication, while ensuring accountability, a single end-of-year review of this Plan will be conducted. This review will use a straightforward ‘traffic light’ rating system to record progress against the delivery of each activity. Brief commentary will be included on any activities that have not been completed and where the activity is ongoing or multi-year. Examples of successful delivery will also be provided for context.

This information will be drawn from general economic data and intelligence gathered directly from industry and provided by the relevant agencies responsible for the development of a given industry or the implementation of an industry development strategy. This reporting approach will foster a more targeted and coordinated approach to investment and trade efforts across the public sector and between government and industry to ensure:

- Ministers have a clear line of sight as to how government and industry are delivering investment and trade outcomes.
- Accountability within government for implementing actions identified in this Plan.
- A shared information set is available to assist both agencies and government to assess how well investment and trade activities are working.

2. Foundations of a strategic approach to investment and trade

Four elements underpin WA’s approach to investment and trade in 2021-22, across both sectors and markets:

- **Strengthening WA’s investment and trade approach:** Ensuring a contemporary and strategic approach to promoting WA as a preferred supplier of goods and services and destination for investment.
- **Insight-driven targeting of opportunities:** Generating and using data, market networks and intelligence to target activity between and within sectors and markets.
- **Fostering partnerships:** Working in partnership across government and industry to support investment and trade outcomes.
- **Investment and trade policy settings:** Advancing clear positions on priority issues for the State and proactively advocating for WA’s interests in national investment and trade policy processes.

The following section outlines these elements and key activities being undertaken in 2021-22.

2.1. Strengthening WA’s investment and trade approach

The Plan outlines the WA Government’s contemporary and intentional approach to investment and trade activities and ensures that agencies are guided by the strategic principles for WA investment attraction, as outlined in Figure 1 below.

Figure 1 | Five stage strategic investment attraction approach

Strategy and Organisation	Attraction and Lead Generation	Facilitation and Investor Support	Aftercare and Retention	Evaluation and Benchmarking
A comprehensive strategy is the foundation for successful investment attraction. It provides direction on the State’s priority investable opportunities and the activities to identify, engage with and attract investors.	Competition for investment is intense. Identifying the right target companies and approaching them effectively is essential for successful investment attraction.	The support that Western Australia provides to companies is crucial. Effective facilitation differentiates locations and provides an argument for companies to consider Western Australia.	Re-investment by existing investors is an important source of investment. Ensuring that existing investors are satisfied creates opportunities for expansion and reduces the risk of relocation.	Western Australia must continuously evaluate its investment attraction performance against its targets, and compare it to other States and comparable regions from around the world.

ITWA promotes WA as a destination for investment, provides a ‘one-stop-shop’ for incoming trade and investment enquiries and assists WA businesses to develop and expand their export offerings.

ITWA, in collaboration with other WA government agencies, works to:

- promote the State’s export and industry capability to international buyers and investors

- identify, encourage and facilitate strategic investment and trade opportunities
- provide information and support to enhance export competitiveness and increase engagement with key markets
- provide advice to Ministers and support for ministerial engagement, including both in-person and virtual activities.

Initiative and accountable agency	Objective	Related activities
Responsive onshore exporter servicing (JTSI and DPIRD)	Promote WA capability and facilitate trade opportunities.	<ul style="list-style-type: none"> • Deliver exporter services to qualified, export ready clients wanting to expand into new markets.
Investment attraction and facilitation (JTSI and DPIRD)	Promote WA as an attractive Foreign Direct Investment destination.	<ul style="list-style-type: none"> • Engage with investors on specific investment opportunities in WA. Assist investors in identifying suitable investment partners in WA.
Develop services and supports for exporters and inbound customers and investors (JTSI)	Support WA businesses exporting to key markets.	<ul style="list-style-type: none"> • Work collaboratively with Austmine's METS Digital Mining Export Hub and Subsea Energy Australia's Export Hub to grow WA exports internationally. • Develop services to enhance trade facilitation (e.g. referral services provider list). • Facilitate briefings to industry on market access issues, insights and opportunities. • One-to-one client servicing and market advisory linking clients to opportunities. • Collaborate with Australian Government agencies and business groups to develop opportunities and support trade facilitation. • Develop communications tools to complement the ITWA website to promote WA's capability, and international opportunities to WA businesses. • Develop a pipeline of investor-ready projects to be promoted internationally. • Develop virtual and/or physical programs for inbound government and trade and investor delegations.
Strengthen ITWA's operating model with accompanying systems and support (JTSI)	Continue to strengthen the contemporary client service model to support WA investment and trade outcomes as part of a whole-of-government effort.	<ul style="list-style-type: none"> • Continue to progress implementation of a client management system to track and record investment and trade enquiries, workflow, services delivered and outcomes.
Support investment in major projects in WA (JTSI)	Facilitate inbound investment into WA.	<ul style="list-style-type: none"> • Continue to implement WA's Lead Agency Framework to facilitate major projects and proposals in WA.
Hub and spoke model development and implementation (JTSI)	Embed the hub-and-spoke model.	<ul style="list-style-type: none"> • Continue to implement the hub and spoke model to align with regional investment and trade activities and opportunities. • Finalise the hub reporting structure and undertake recruitment to fill vacant roles. • Define key performance indicators in alignment with the Investment and Trade Plan and implement reporting processes.

Initiative and accountable agency	Objective	Related activities
Implement the Investment Attraction Fund (JTSI)	Support industry assistance, attraction and grants across a range of industry sectors, building on WA Government's existing industry development initiatives and supporting the relocation of industries and company headquarters to WA.	<ul style="list-style-type: none"> • Deliver industry roundtables to inform the development and priorities of the Investment Attraction Fund (the Fund). • Develop a risk-appropriate funding framework that addresses current gaps in WA's investment attraction approach. • Launch the Fund and related guidelines for applications. • Support businesses through aftercare services to ensure investors remain satisfied, creating opportunities for further investment and relocation/expansion. • Ongoing evaluation of Fund criteria to align with the State's economic diversification priorities. • Timely reporting of outcomes for the Fund.
Implement the New Industries Fund (JTSI)	The New Industries Fund (NIF) delivers a series of initiatives that support and accelerate start-ups, emerging businesses and SMEs by building innovative capacity and capability for a future-ready workforce.	<ul style="list-style-type: none"> • Showcase and promote WA innovation through a comprehensive communications plan which supports all NIF initiatives and attracts investment. • Support the three WA Innovation Hubs, who provide assistance to startups and SMEs to develop, commercialise, market and export their technologies. • Deliver the WA Innovator of the Year program to showcase local innovators and technologies and attract investment. • Through the X-TEND WA Program, deliver innovator and/or investor educational programs that support the development of entrepreneurs and stimulate private investment in innovative projects in WA. • Provide targeted sponsorship for key activities that build innovation and entrepreneurship capabilities across WA, and for events and initiatives that connect innovators, researchers, entrepreneurs, investors and customers.
Attract investment into the Collie region (JTSI)	Increase investment into the Collie region to diversify the economy and create local jobs.	<ul style="list-style-type: none"> • Establish and manage \$20 million the Collie Industry Attraction and Development Fund. • Continue to manage the Collie Futures Fund. • Promote WA investment opportunities in manufacturing, mineral processing, battery industry development, and primary industries. • Attract investment into the region using the Collie Investment Prospectus.
Continue to implement Diversify WA, the State's economic development framework (JTSI)	Support the development of a strong and diversified economy delivering secure, quality jobs through increased investment across a broad range of industries.	<ul style="list-style-type: none"> • Implement the revised Diversify WA framework, including reporting progress and activities across eight key external-facing industry sectors. • Undertake activities to support the continued development of cross-sector activities supporting diversification of the economy. • Identify, assess and prioritise diversification opportunities, informing the WA Government's economic development activities and investment attraction approach.

2.2. Insight-driven targeting of opportunities

WA's trade and investment activities target the key sectors and markets that offer the greatest diversity of opportunity for WA business. Decisions are informed by quantitative and qualitative information gathered from a range of sources. This information is tested and used to provide advice to exporters and investors on the size, scope and timing of opportunities across different sectors and markets.

Initiative and accountable agency	Objective	Related activities
Provide information on WA's key markets (JTSI)	Identify target market opportunities and guide decision making.	<ul style="list-style-type: none"> • Provide market-specific political and economic overviews to ministers for international engagements, including virtual activities. • Develop investment attraction briefings for specific opportunities. • Publish market outlooks to provide WA business and other stakeholders with information on key markets.
Provide information and analysis on WA's key sectors (JTSI)	Communicate the capabilities and opportunities for WA's key sectors.	<ul style="list-style-type: none"> • Develop commodity and sector profiles that provide information on WA's capabilities and an overview of the global market for that commodity/sector, including iron ore, liquefied natural gas (LNG) and battery minerals. • Undertake analysis on workforce demand in the resources sector to support delivery of initiatives in the WA Recovery Plan and Diversify WA. • Promote WA capability through a range of international events to attract investment and highlight WA export capability internationally. • Work with WA's International Trade and Investment Office Network to develop opportunities for WA business, promote investable projects and engage in international missions and events.
Provide information and analysis for the WA Government's long-term strategies (JTSI)	Identify and communicate the economic, investment and trade opportunities that guide WA's long-term strategies.	<ul style="list-style-type: none"> • Undertake analysis of the size and composition of economic growth in Asian markets to support implementation of the Asian Engagement Strategy. • Undertake analysis to determine how WA's investment and trade activities contribute to the WA Government's strategic goals.
Implement the Supply Chain Development Plan 2021-22 (JTSI)	To support the capability, competitiveness and participation of WA businesses in both the domestic and global supply chains of established and emerging industries.	<ul style="list-style-type: none"> • Develop and implement the actions outlined in the Plan. • Monitor and report annually on the implementation of the Plan, ensuring a continued review and refresh of actions as new priorities emerge.

2.3. Fostering partnerships

As the State's lead agency for investment and trade, JTSI works in partnership with a range of stakeholders across industry and government to increase investment and trade in WA. This includes federal, state and local government departments, consulates, business councils, chambers of commerce, various industry consortia and industry associations.

Initiative and accountable agency	Objective	Related activities
Actively seek government to government engagement which promotes economic outcomes (JTSI)	Maintain and build relationships with governments in key international markets and ensure they receive the WA narrative message tailored to their market.	<ul style="list-style-type: none"> Support foreign dignitary visits with economic briefings. Deliver a series of Ministerial-led missions, either in-person or virtual, which align with the Minister for State Development, Jobs and Trade's 2021-22 Engagement Plan. Support the creation, development and delivery of Sister State Relationships, including celebration of key milestones with Hyogo, East Java and Zhejiang.
Promote and maintain a WA narrative for international markets (JTSI)	Clearly articulate WA's unique selling points in key international markets and convert investment and trade opportunities.	<ul style="list-style-type: none"> Develop a suite of WA assets to highlight WA's unique selling points and Diversify WA industries. Leverage existing international events to connect with audiences to showcase Diversify WA priorities. Deliver a targeted program of in-market and virtual trade and investment activities.
Strengthen WA's sister-state relationships (JTSI)	Support engagement initiatives to strengthen WA's trade and investment relationships with sister states.	<ul style="list-style-type: none"> Deliver WA-Zhejiang 35th Anniversary activities in 2022, focusing on Vocational Education and Training, New Energy, Cross Border eCommerce and Sports. Support the re-signing of the East Java sister-state agreement in 2022 and building the program of work over the period 2022–2025. Establish a WA Government Working Group to implement the East Java sister-state agreement. Provide analysis of market opportunities outside of Jakarta which support the WA-East Java sister-state relationship. Develop projects under the Hyogo sister-state agreement that would benefit the development of both regions' economies. Seek to renew the Andhra Pradesh sister-state agreement.
Build Asian market engagement capability (JTSI)	Support WA SMEs and public sector agencies to develop Asian literacy skills and capability to increase trade and investment outcomes.	<ul style="list-style-type: none"> Deliver Asia capability workshops. Develop an Asian leadership program for the public sector. Review the Asian Engagement Strategy and Implementation plan including undertaking analysis of the size and composition of economic growth in Asian markets, to support ongoing implementation of the Asian Engagement Strategy. Undertake activities focused on building leadership and Asia capability within the WA public sector, such as business forums and workshops, capacity building and leadership programs.
Deliver Access Asia Business Grants Program (JTSI)	Support WA SMEs to advance their international business efforts in Asian markets.	<ul style="list-style-type: none"> Continue to deliver and acquit Access Asia Business Grants rounds. Support grant recipients and promote their business success and experiences in Asia.

Initiative and accountable agency	Objective	Related activities
Support WA's Asian business councils (JTSI)	Build on the in-market networks and influence of WA's Asian business councils to increase investment and trade outcomes for the State.	<ul style="list-style-type: none"> Support Asian business councils to develop strategic plans and facilitate business access to Asian markets. Deliver events such as the ASEAN Dialogue to broaden and enhance economic partnerships between WA and the ASEAN region.
Support investment and trade events through a sponsorship framework (JTSI)	Build relationships with key partners onshore and offshore.	<ul style="list-style-type: none"> Develop and implement sponsorship guidelines to promote investment and trade events and initiatives in key markets and onshore.
Deliver Dubai Expo 2020 partnership (JTSI)	Promote WA capability and convert investment and trade opportunities.	<ul style="list-style-type: none"> Promote WA capability and investment in the mining and Mining Equipment Technology and Services (METS), agricultural and international education sectors and engage WA industry to be involved in the Australian Government's suite of events. Deliver WA-focused event at Dubai Expo in February 2022, focused on investment attraction.
Deliver India Connect 2021 Event (JTSI)	Promote investment and trade opportunities, building relationships and pursuing mutually beneficial outcomes between WA and India.	<ul style="list-style-type: none"> Deliver the India Connect 2021 event and successfully execute the thought-leadership connect sessions on mining and METS, international education, tourism, primary industries and advanced manufacturing. Identify and develop further market connect sessions and events.
Promote the services of Invest and Trade WA, including the International Offices Network, to the local market (JTSI)	Reinforce relationships with local stakeholders.	<ul style="list-style-type: none"> Engage regional stakeholders via 'Invest and Trade WA Regional Roadshow' visits. Support local industry bodies and business councils via partnership or sponsorship of activity that furthers the objectives of ITWA. Manage commercial partnerships with local stakeholders to deliver promotional services for ITWA.
Support and chair the WA International Education Advisory Group (JTSI)	Provide strategic leadership and bring key stakeholders together to share information, identify opportunities and foster a coordinated, collaborative approach to international education in WA.	<ul style="list-style-type: none"> Support the advisory group to implement the International Education Recovery and Renewal Plan to build the resilience of the sector so that it emerges from the pandemic in a position of strength.
Collaboration with Australian Government agencies (JTSI)	Maintain and build relationships with the Australian Government.	<ul style="list-style-type: none"> Work closely with Austrade on a range of issues, such as investor inquiries. Work closely DFAT on a range of issues, such as investment and trade policy and development of free trade agreements. Regularly meet with Australian Government agency counterparts in all sectors.

2.4. Investment and trade policy settings

The WA Government's investment and trade policy initiatives seek to ensure that the decisions made in the state, national and international arenas help to boost exports and increase inward investment to WA. This requires JTSI to develop and clearly articulate positions on priority issues for the State and to participate in a range of national investment and trade policy processes to advocate for WA's interests.

Initiative and accountable agency	Objective	Related activities
Convey clear investment and trade priorities for WA to business, government and community stakeholders (JTSI)	Increase understanding of the State's priorities and activities and how the State works with business, other governments and the community to strengthen investment and trade outcomes.	<ul style="list-style-type: none"> Report on the implementation and outcomes of the WA Investment and Trade Plan 2020-21. Publish documents that articulate WA Government priorities and activities, including the WA Investment and Trade Plan 2021-22 and market outlooks.
Facilitate WA Government input into Free Trade Agreement negotiations (JTSI)	To advocate for WA business and government interests in the negotiations. To increase trade and investment opportunities with Free Trade Agreement partners.	<ul style="list-style-type: none"> Provide input into the Australia-European Union Free Trade Agreement negotiations. Provide input into the Australia-United Kingdom Union Free Trade Agreement negotiations. Provide input into other Free Trade Agreement negotiations such as the Australia-India Comprehensive Economic Cooperation Agreement. Provide input into the reviews of existing Free Trade Agreements. Engage with WA business and government agencies on the implementation of the Australia-European Union and United Kingdom Free Trade Agreement. Assist WA businesses to unlock the benefits of all Free Trade Agreements. Provide strategic advice to WA Government agencies on the development of new policies.
Engage with the Australian Government on the development of foreign arrangements, as required in Australia's Foreign Relations (State and Territory Arrangements) Act 2020 (JTSI)	To comply with requirements in Australian legislation, while maintaining relationships with key markets.	<ul style="list-style-type: none"> Engage with WA Government agencies to fulfil the requirements in relation to the development of foreign arrangements. Prepare guidelines for the development of WA Government foreign arrangements.
Provide WA Government's input into Foreign Investment Review Board requests (JTSI)	To attract international investment into WA.	<ul style="list-style-type: none"> Respond to Australian Government requests for WA Government input into Foreign Investment Review Board requests.
Advocate for WA's interests in national consultations on trade, investment and international issues (JTSI)	Influence the national and international environment for investment and trade.	<ul style="list-style-type: none"> Provide WA Government input into National Inquiries, World Trade Organization (WTO) actions and other such requests for information. Prepare briefings and participate in the Senior Officials Trade and Investment Group; National Investment Advisory Board; and the National Trade Working Group.



Initiative and accountable agency	Objective	Related activities
<p>Monitor and analyse new investment and trade policy measures in key markets (JTSI)</p>	<p>To inform trade and investment strategies and activities with key markets.</p>	<ul style="list-style-type: none"> • Make submissions to parliamentary inquiries on investment and trade matters of importance to WA. • Track policy changes and regularly report on how these would impact WA investment and trade policy positions.

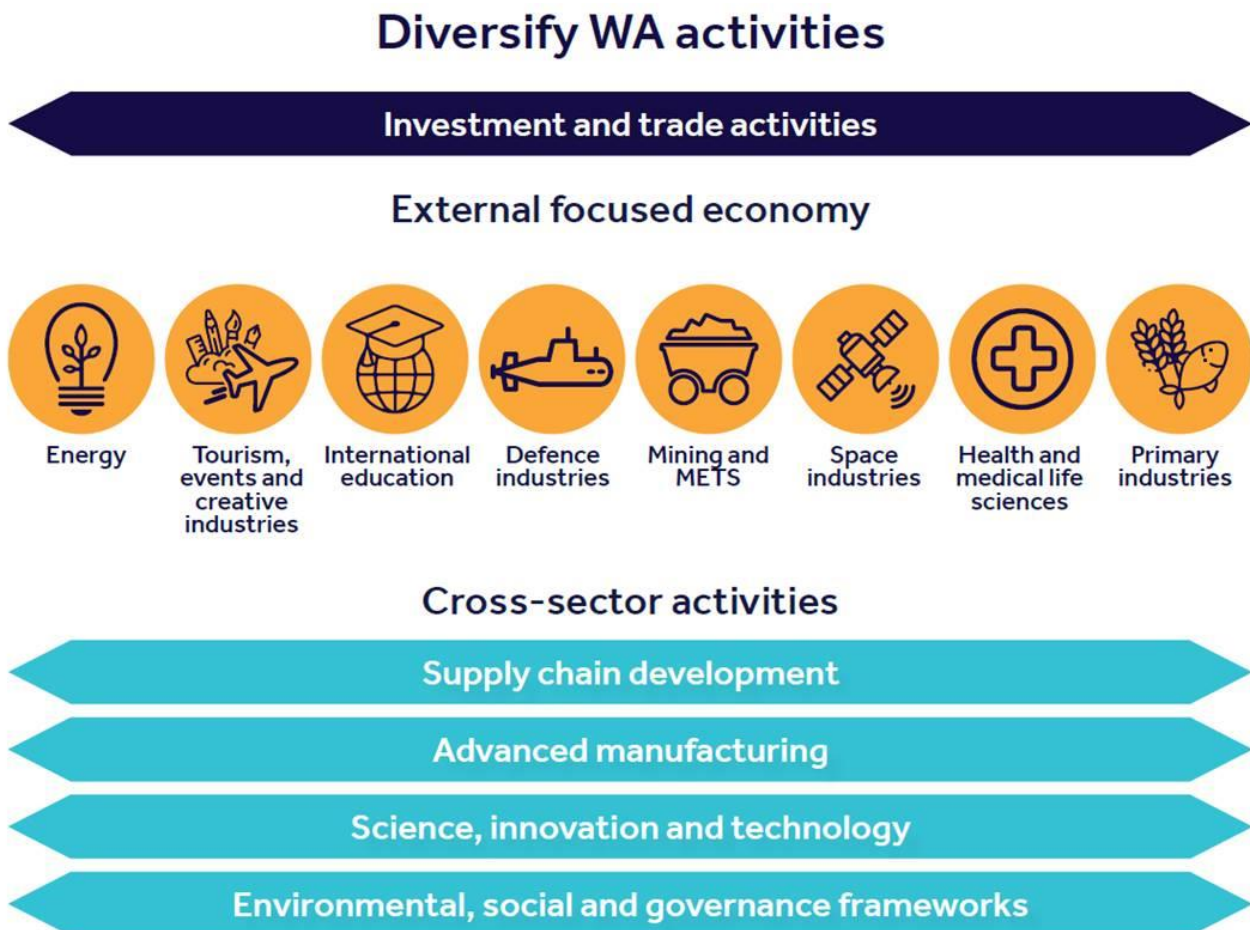
3. Enabling investment and trade priorities

This section articulates the key sectors for WA in 2021-22 and outlines:

- Key opportunities for each sector requiring government support, based on market intelligence.
- Priority initiatives for 2021-22, including their objectives, related activities and accountable agencies.

3.1. Investment and trade approach to key sectors

The Plan is structured around the key sectors of WA’s external focused economy, as outlined in the Diversify WA framework.



3.2. Energy

3.2.1 Key opportunities and context

WA's energy sector is in the midst of a transition towards cleaner energy sources. The global trend toward decarbonisation has gained significant momentum over the past year, which has presented a major opportunity for WA to secure new investment into its emerging clean energy industries.

The strength of the LNG industry in WA provides an opportunity for complementary industries to locate in WA to both develop and diversify. With the right investment, WA is well placed to become a global clean energy producer and export leader, with abundant resources, a track record in building large scale energy industries, excellent infrastructure and technical prowess in commodity development. Our highly skilled workforce and long-term relationships with overseas energy companies is being leveraged to grow our renewable energy sector, contributing significantly to Australia now being recognised as a world leader in deploying renewable energy.

The WA Government has focused significant effort on supporting growth in existing sectors whilst also diversifying the energy sector through increasing industry capability in renewable energy sources. Work is also underway to develop technology that supports energy affordability, improves energy system reliability and contributes to long-term emissions reduction, consistent with the WA Climate Policy released in November 2020.

The WA's Renewable Hydrogen Strategy and the Future Battery Industry Strategy were both launched in 2019. These strategies set out the State's approach to becoming a significant producer, exporter and user of renewable hydrogen, future batteries and critical minerals. The development of these industries will provide substantial benefits and technologies for both industry and communities, in terms of decarbonisation and new economic opportunities. In 2020, the WA Government provided an update to the Future Battery Industry Strategy to highlight a renewed emphasis on strengthening WA's participation in global battery and critical minerals supply chains, manufacturing activities for technologies involving battery and critical minerals and to promote WA as a strategic investment destination for mining and mineral processing.

Significant progress has also been made in WA's domestic energy sector. The Government's Energy Transformation Strategy, launched in 2019, is leading the way in enabling the integration of more renewables and new technologies into the power supply chain. Key components of this Strategy have also been launched, including the Whole of System Plan, which ensures a structured, coordinated approach to investing in the State's power system. The Distributed Energy Resources Roadmap has also been developed to guide the integration of onsite generation, battery storage and future technologies such as electric vehicles.

Key markets | Energy

Battery minerals – ASEAN, China, UK, Europe, India-Gulf, North East Asia

Hydrogen – Europe, UK, China, ASEAN, India-Gulf, North East Asia

LNG – Europe, UK, China, ASEAN

Case study | Technologies Metals Australia Limited

The WA Investment and Trade Office in Kobe assisted Technologies Metals Australia Limited (TMT) by introducing them to Japanese company LE System. TMT is a WA company developing its Murchison Technology Metals Project, which incorporates the Gabanintha Vanadium Project and the Yarrabubba Iron-Vanadium-Titanium Project located south of Meekatharra in WA. LE System is one of Japan’s leading vanadium electrolyte companies, undertaking both research and development, and production.

The Kobe Office played a key role in facilitating and supporting the negotiation process between the two companies which led to the successful establishment of a Memorandum of Understanding (MoU), signed on 9 March 2021.

The MoU details technical collaboration to assess the potential application of LE System’s proprietary technology to extract vanadium from the Gabanintha Vanadium Project’s waste streams and to explore the opportunity to manufacture vanadium electrolyte in WA. TMT and LE System have also agreed to collaborate in the sales to Australian and Japanese customers, including suppliers to the grid energy storage market.

“TMT would like to thank the Government of Western Australia for its assistance in reaching this important milestone. The Government has provided a consistently efficient and professional service since mid-2020 and continue to work with our corporate advisors on a number of fronts in the Japanese market”. TMT’s Managing Director, Mr Ian Prentice

3.2.2 Priority initiatives for 2021-22

Initiative and accountable agency	Objective	Related activities
Implement the WA Renewable Hydrogen Strategy and Fund (JTSI)	Support investment in renewable hydrogen projects in WA.	<ul style="list-style-type: none"> Identify geological structures suitable for hydrogen storage, including 3D and dynamic modelling. Undertake a model of the hydrogen value chain in WA. Work with the National Hydrogen Team to develop a hydrogen certification scheme which will measure and track carbon emissions from hydrogen production. Undertake a legal framework review and develop a regulatory framework for the hydrogen industry in WA. Manage a \$15 million fund to facilitate private sector investment in the renewable hydrogen industry. Provide a process to enable financial incentives to be provided for hydrogen transport projects to facilitate domestic demand, such as an Expression of Interest process. Explore land access arrangements for large scale energy projects. Facilitate bids to the federal funding process to unlock capital for Regional Clean Hydrogen Hubs. Promote WA hydrogen opportunities internationally, to expand investments into WA projects, technology exchanges, and research and development collaboration. Provide ongoing engagement with industry for the development of the renewable hydrogen sector in WA.

Initiative and accountable agency	Objective	Related activities
		<ul style="list-style-type: none"> Continue to develop and support international strategic partnerships, including the Port of Rotterdam Memorandum of Understanding.
<p>Facilitate projects to stimulate the WA renewable energy industry (JTSI)</p>	<p>Attracting investment into WA's renewable energy industry to develop and grow the sector.</p>	<ul style="list-style-type: none"> Continue to manage the Oakajee Strategic Industrial Area, including working across government to facilitate the development of the area. Reconvene the Local Industry Participation in Wind Supply Farm Action Group to assist the WA Government with developing an action plan in response to the findings of independent feasibility study <i>Wind Farm Supply Opportunities in Western Australia</i>.
<p>Implement the Future Battery and Critical Minerals Industry Strategy (JTSI)</p>	<p>Attracting investment into and facilitating the development of, downstream processing and component manufacturing projects in the battery value chain to diversify the economy, benefit regional communities, create jobs and develop skills.</p>	<ul style="list-style-type: none"> Market WA's capabilities and comparative advantages to key overseas markets, including through the development of public investment attraction and trade promotion strategies. Explore incentives to attract and facilitate global investment in pre-cursor / cathode active materials manufacturing in WA. Provide project facilitation services for the battery and critical minerals industries, and provide support through access to strategic industrial land and common-user infrastructure. Work with the Future Battery Industry Cooperative Research Centre to identify a preferred and suitable certification scheme for battery minerals, to differentiate WA producers as suppliers of choice in a competitive global environment.
<p>LNG Jobs Taskforce (JTSI)</p>	<p>To establish WA as a recognised global leader in LNG collaboration, innovation, maintenance and support, and exporter of services across Australia and internationally, generating local jobs and business opportunities.</p>	<ul style="list-style-type: none"> Facilitate joint Taskforce participation in delivering the annual Forward Work Plans. Raising awareness on the carbon capture, use and storage (CCUS) industry and identify opportunities for development in WA. Raising awareness on the decommissioning industry for the energy sector, and identify opportunities for development. Facilitate joint Taskforce participation at key events such as AOG Energy, SPE Offshore Europe, ONS 2022, etc. Facilitate development of the downstream gas processing industry.
<p>Implement the Energy Transformation Strategy (Energy Policy WA)</p>	<p>To deliver secure, reliable and affordable electricity to households and businesses, while also transitioning to a low carbon future, making WA a more attractive place to invest.</p>	<ul style="list-style-type: none"> Finalise and implement wholesale electricity market redesign to maximise the opportunities for renewables and storage to provide energy services, while ensuring power system security and reliability. Commence review of Reserve Capacity Mechanism. Commence planning and scenario development for the Whole of System Plan 2023. Utilise the least cost modelling developed for the Whole of System Plan to provide electricity inputs for the Collie-Bunbury Region Green Aluminium Smelter Study. Continue to implement the Distributed Energy Resources Roadmap to assist the mitigation of system security risks from the energy transition whilst maximising consumer and benefits. Support mining sector transition to renewables. Following successful microgrid trials in Onslow and Camarvon, Energy Policy WA will work with Horizon Power



Initiative and accountable agency	Objective	Related activities
		<p>and Western Power to facilitate further innovation and microgrid deployments.</p> <ul style="list-style-type: none"> • Implement new regulatory and policy arrangements to support the deployment of stand-alone power systems (SPS) by Western Power.

3.3. Tourism, events and creative industries

3.3.1 Key opportunities and context

WA is a desirable and vibrant destination, with abundant natural attractions, rich Aboriginal culture, and an exciting range of cultural events providing unique attractions for locals and visiting tourists alike.

In addition to providing immediate financial relief, the WA Government implemented a number of structural and policy changes to support businesses to pivot and adapt to the medium to long-term impacts of the COVID-19 pandemic. This included launching the Wander out Yonder campaign to promote intrastate tourism and encourage local investment in events. The WA Aboriginal Tourism Action Plan 2021-2025, launched in May 2021, has also been developed to allow the State's catalogue of Aboriginal tourism experiences to grow, ensuring WA is well placed to welcome back international visitors.

To support the events and creative industries, the WA Government introduced the Getting the Show Back on the Road shared risk program, which has encouraged performing arts and live music events to continue by mitigating against box office losses. The Creative Communities COVID-19 Recovery Program has also been rolled out, aimed at supporting communities across WA.

The WA Government also launched the WA Cultural Infrastructure Framework 2030+ in December 2020. The Framework articulates key opportunities that can be pursued to ensure WA is best placed to attract international events, tourists and grow the creative industries.

WA's creative industries are innovation led, knowledge intensive and highly exportable, and incorporate a broad range of occupations, from information technology design, digital media production, marketing and virtual reality to galleries, museums and libraries. The State is seeking to align its development of screen and immersive technology with the promotion of WA's unique points of difference, developing immersive experiences in areas such as entertainment, performance, and visitor experience.

Case Study | Supporting Aboriginal Tourism

The WA Aboriginal Tourism Action Plan 2021-2025 (Jina Plan) was launched in May 2021 and is the State Government's approach to growing, developing and promoting a sustainable Aboriginal tourism sector in WA. The vision is to see WA become the premier destination for Aboriginal tourism experiences in Australia. The Jina Plan will promote and market Aboriginal experiences, build programs and pathways to increase Aboriginal participation in the tourism industry and develop new Aboriginal tourism infrastructure projects throughout the State.

Key markets | Tourism, events and creative industries

Tourism – India-Gulf, UK, Europe, ASEAN, North East Asia, China

The four-year plan, backed by the \$20 million Aboriginal Tourism Fund will support a range of initiatives including:

- The development of new Aboriginal tourism experiences
- Encouraging more Aboriginal people to work in the tourism industry
- The development of administration and booking systems to support Aboriginal tourism businesses
- Up to three new Camping with Custodian campgrounds
- An increase in tourism experiences on the Dampier Peninsula

3.3.2 Priority initiatives for 2021-22

Initiative and accountable agency	Objective	Related activities
Develop a long term action plan for tourism (JTSI)	To position WA as a destination of choice, ensuring the sustainable growth of the State's visitor economy and support the long term recovery of the State's tourism industry.	<ul style="list-style-type: none"> • Commence work in early 2022 on a long term action plan for tourism to consider long term sector infrastructure and planning requirements, support for tourism business development, collaboration with other agencies.
Implement year one of the Reset Plan 2021 and 2022 (JTSI)	To position WA as a destination of choice, ensuring the sustainable growth of the State's visitor economy and support the recovery of the State's tourism industry.	<ul style="list-style-type: none"> • Partnering with industry to tackle current workforce shortages to address the supply and demand gaps. • Growing the arts and culture events program in Perth, through development of new partnerships. Attract major events to drive visitation, spend and destination awareness for metro and regional areas. • Guiding and facilitating an increase in the number, range and uniqueness of the State's tourism offering by focusing on priority experience themes. • Work with aviation partners to re-establish interstate aviation capacity and secure opportunities for additional air routes. Ensure we are prepared to return to pre-COVID international aviation capacity.
Implement year one of the Jina Plan for Aboriginal tourism (JTSI and Department of Local Government, Sports, and Cultural Industries (DLGSC))	To make WA the nation's leading destination for authentic Aboriginal cultural tourism experiences, and to enhance Aboriginal communities through capacity building, employment opportunities and participation rates within the industry.	<ul style="list-style-type: none"> • First year activities within the Jina: Western Australian Aboriginal Tourism Action Plan 2021-25. Funded through the Aboriginal Tourism Fund announced as part of the 2021-22 State Budget. • Establish online marketplaces to sell Aboriginal artworks. • Commercialise performances by WA companies.
Plan and invest in WA's cultural infrastructure (DLGSC)	Develop WA's cultural infrastructure to increase tourism spend and create opportunities for trade and cross-cultural relationships with major trading partners.	<ul style="list-style-type: none"> • Administer and deliver the Regional Arts and Culture Investment Program through: Building capacity of regional performing arts venue staff and programming through the Business Development and Capacity Building program. • Administer and deliver the Regional Arts and Culture Investment Program through: Activating regional performing arts venues through the Venue Activation Fund. • Administer and deliver the Regional Arts and Culture Investment Program through: Supporting Aboriginal arts and cultural organisations in business development and capacity building through the Aboriginal Business Development and Capacity Building program.

Initiative and accountable agency	Objective	Related activities
		<ul style="list-style-type: none"> • Administer and deliver the Regional Arts and Culture Investment Program through: Supporting regional artists and organisations through the Regional Arts Empowerment and Employment Grants program. • Build the Aboriginal Cultural Centre. • Maintain an interactive WA Cultural Infrastructure Map. • Implement the WA Cultural Infrastructure Investment Framework for public value appraisals of cultural infrastructure proposals, and to ensure strategic alignment with whole-of-government objectives. • Undertake consultation to develop further metrics within the Public Value Measurement Framework to better determine the economic value of cultural infrastructure.
<p>Guiding the creative industries sector <i>(DLGSC)</i></p>	<p>Develop WA's creative industries.</p>	<ul style="list-style-type: none"> • Develop a Creative Industries Strategy to grow the creative and cultural economy in WA. • Build capacity of creative industries workforce through creative services and cultural production. • Promotion of creative industry trade and exports.
<p>Supporting Screen and immersive technology <i>(DLGSC)</i></p>	<p>Grow the screen and immersive technology industries and bring WA experiences to new audiences.</p>	<ul style="list-style-type: none"> • Support XR:WA virtual reality festival. • Partner with Screenwest to build the case for complementary programs to take advantage of the growth of the games sector. • Development of WA's first purpose-built film studio and screen production facility.
<p>Implement the Asian Engagement Through Sport program <i>(DLGSC)</i></p>	<p>To promote WA as a sports event and training hub for Asia and strengthen economic, tourism and trade ties between the State and Asian countries.</p>	<ul style="list-style-type: none"> • Continue to support state sporting associations via the Asian Engagement Through Sport Funding Program.
<p>Facilitate the 2023 FIFA Women's World Cup matches in Perth <i>(DLGSC)</i></p>	<p>To promote WA as a sports event venue and showcase facilities to a global audience.</p>	<ul style="list-style-type: none"> • Continue to work with Football West and Football Australia to support the event and invest in facility upgrades.

3.4. International education

3.4.1 Key opportunities and context

WA is a prime location for international students to further their education, and international education is one of the State's largest export sectors.

Key markets | International education

International education and training – India-Gulf, China, ASEAN, North East Asia

In recognition of COVID-19's impact to WA's international education sector, in December 2020 the WA Government launched the WA International Education Recovery and Renewal Plan (Recovery and Renewal Plan) to support WA's international education providers to reposition and recover. The Recovery and Renewal Plan was developed through significant stakeholder consultation, and encompasses a range of proactive and practical initiatives to enable the international education sector to emerge from the pandemic in a position of strength. Following the launch of the Recovery and Renewal Plan, the WA Government's key focus has been on implementing its initiatives to safeguard the viability of the State's international education sector.

The WA Government is eager to welcome international students back when it is safe to do so and is working closely with the Australian Government to develop a coordinated approach to plan for student arrivals. Despite this support, it is acknowledged that the sector will continue to struggle until international travel is permitted. Development of this approach is linked to the changing pandemic situation, and its progress will be dependent on Australian Government border restrictions, which will take into account the latest health advice.

Case study | Cell-Media

Cell-Media was established in 2000 in Perth, WA as a provider of health, safety and environmental training and induction services to the mining, construction and oil and gas sectors.

Over the past two decades, Cell-Media has evolved into an e-learning development studio, with clients such as BHP, Rio Tinto, South32, Shell, BP, and Santos, relying on Cell-Media to develop highly customised online e-learning content to address their health, safety, environmental and organisational learning requirements.

In 2016 Cell-Media established Cell-Media eLearning Asia in Singapore to provide the same services to companies in Singapore, Malaysia and Brunei. The WA Investment and Trade Office in Singapore has introduced Cell-Media to a number of potential clients in the region, assisting the company to diversify its client base.

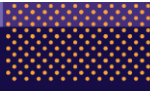
Most recently, the Singapore Office has engaged with Cell-Media on a new project involving aged care service providers in Singapore and Malaysia. The focus of this project would will be

the development of multilingual training modules for both aged care workers and facility providers.

3.4.2 Priority initiatives for 2021-22

Initiative and accountable agency	Objective	Related activities
Development and implementation of international education offshore marketing strategy (JTSI)	WA's international education sector will have a unique identity and value proposition that will be recognised in offshore markets.	<ul style="list-style-type: none"> • Development of a strategic proposition and campaign platform. • Offshore marketing campaign development (including creative concept, asset development and media planning). • Offshore marketing campaign live in market, targeting Malaysia, India, Vietnam, China, Philippines and Indonesia. Provision of industry toolkit to Export Business Development Managers and the sector. • Review and reporting ongoing throughout the campaign, with post-campaign report to inform the second phase of the offshore campaign.
International student engagement and support programs (JTSI and Department of Training and Workforce Development (DTWD))	The wellbeing of international students will be safeguarded through targeted engagement and support.	<ul style="list-style-type: none"> • Continue to deliver programs to support international student mental health and wellbeing in collaboration with StudyPerth and DTWD. Programs to be delivered include: <ul style="list-style-type: none"> • Sector and Consular Corp/Multicultural Community Groups Grants Program • Community Engagement Program • Under 18 International Student Events Programs • Mental Health and Wellbeing Program • Safety Programs • Explorer Pass Program
International Education Sector Incentives Fund (JTSI)	Establish a Sector Incentives Fund to underpin a range of incentives, co-designed with the sector, to attract students and take advantage of offshore education and training business opportunities.	<ul style="list-style-type: none"> • Work with industry to develop the Sector Incentives Fund, including identifying the types of incentives to be supported. • Work with industry to establish robust processes and governance to implement and administer the program and the Fund.
International Education Consortia (JTSI)	The WA Government provides effective leadership to the sector to take advantage of market opportunities by supporting the establishment of international education consortia.	<ul style="list-style-type: none"> • Facilitate the development of international education consortia to access new offshore market opportunities and foster innovative approaches to education and training delivery. • Facilitate the identification of consortia opportunities, bring suitable parties together, and promote consortia activities.
Partnerships and Strategic Agreements (JTSI)	The WA Government provides effective leadership to the sector to leverage market opportunities through the development of formal partnerships and strategic agreements.	<ul style="list-style-type: none"> • Use intelligence gathered from the State's International Trade and Investment Offices network to identify new partnership opportunities. • Seek opportunities to formalise partnerships and strategic agreements in key markets, including Memoranda of Understanding and other agreements. • Continue to support international partnership agreements, including sister-state relationships and memorandums of understanding.

Initiative and accountable agency	Objective	Related activities
Safe Return of International Students (JTSI)	Work in collaboration with the Australian Government and industry partners to facilitate the safe return of international students to WA.	<ul style="list-style-type: none"> Continue to work collaboratively with the Australian Government, and other states and territories, to enable the return of international students. Establish the WA International Student Arrivals Working Group to develop preferred options, including a Plan, for State Government consideration on the safe return of international students to WA. Collaborate with StudyPerth, the international education sector, and other relevant WA agencies to develop the plan. Leverage partnerships and resources to re-establish direct flights with key markets.
Offshore Student Hub (JTSI)	Pilot a new approach to student hubs in a key offshore markets to retain existing students and attract new students to rebuild the student pipeline.	<ul style="list-style-type: none"> Explore potential locations for the offshore student hub pilot. Establish offshore pilot student hub(s). Develop marketing material to retain existing students and attract new students.
Provide centralised leadership and coordination for international education activity (JTSI)	Maintain strong governance of industry and government efforts to enhance WA's international education reputation.	<ul style="list-style-type: none"> Leverage the WA International Education Advisory Group to bring stakeholders together to share information, identify opportunities and foster a coordinated, strategic and collaborative approach to international education in WA. Leverage offshore networks, including WA Government education business development managers and offshore institutions, to restore business confidence, support the retention of quality providers, and enhance the student learning experience. Ensure the WA international education policy environment is conducive for recovery, including in the priority areas of quality standards and student employability.
Support StudyPerth (JTSI)	Enable StudyPerth to deliver components of the International Education Recovery and Renewal Plan.	<ul style="list-style-type: none"> Support StudyPerth to deliver marketing activities in alignment with, and complementary to, the WA Government's offshore marketing activities. Support StudyPerth to deliver engagement, wellbeing and experience initiatives for international students. Support StudyPerth's facilitation of industry engagement and support initiatives. JTSI to collaborate with StudyPerth on the establishment and ongoing operation of the WA international education consortia. Support StudyPerth's partnerships with WA universities and industry to connect graduates with employment opportunities and build a highly-skilled, innovative and agile workforce in WA.
Expand the offshore delivery of WA curriculum to build the pipeline of future onshore international students (School Curriculum and Standards Authority (SCSA))	Ensure sector agility and safeguard the pipeline of student enrolments by establishing innovative business models and alternative delivery mechanisms.	<ul style="list-style-type: none"> Support and develop the pipeline of future overseas Western Australian Certificate of Education (WACE) graduates' onshore enrolment in WA education institutions. Determine vocational pathways to access overseas schools seeking the WACE with a Vocational Education and Training achievement pathway. Progress the development of a range of materials to support the implementation of WA curriculum programs in approved overseas schools.



Initiative and accountable agency	Objective	Related activities
		<ul style="list-style-type: none">• Develop a marketing campaign and produce marketing collateral to support growth in the Authority's international education program.

3.5. Mining and mining equipment, technology and services

3.5.1 Key opportunities and context

WA's diverse mining sector is a key contributor to the State's economy. The mining equipment, technology and services (METS) sector closely follows the activity of the mining sector and has also been experiencing strong returns.

To sustain growth in mining and METS, the WA Government has made a number of investments to support exploration activity, enhance the State's research and development capability and develop new industries. This investment is designed to build on the success of the mining industry, continuing to provide substantial direct and indirect employment whilst growing our capability by supporting a number of downstream and service industries.

A key focus for the sector and the WA Government is the pursuit of trade and investment opportunities in new markets. WA is well positioned to leverage its existing strong trading relationships with a number of key markets, as well as its commitment to environmentally responsible production processes. In addition to reliable supply, WA has strong comparative advantages in advanced technical mining expertise, a world-class services sector, an enabling and robust legislative framework and close proximity to key Asian markets. The State's highly skilled workforce and entrepreneurial mining sector are also significant strengths WA and have become an exportable capability for WA with local companies successfully developing resource projects all over the world.

These strengths, combined with global resources trends, are expected to see WA's mining sector continue to grow in the coming years. International demand is increasing for traditional applications, as well as those brought about by the digital age and the requirements of future renewable energy technologies. This is resulting in renewed interest in the development of particular commodities, including critical minerals that have a number of high-end technological applications.

The strong growth of the mining and METS industry in WA also provides an opportunity for complementary industries to locate in WA, leveraging the expertise of WA's resources industry to attract investment in new industries of strategic importance, whilst continuing to build on the success of our mining sector.

The WA Government has incentivised investment attraction by funding a range of programs that promote exploration activity and encourage engagement with offshore markets.

Key markets | Mining and METS

Mining and METS – India-Gulf, ASEAN, UK, Europe, North Asia, China

Case study | Vytas Resources

Vytas Resources (VR) are a Perth-based silica resource and technology development company focused on advancing its resource assets and technology projects. Vytas understands that silica will play a crucial role in the transition to a renewable economy, whether it be in the form of carbon-neutral construction materials, green hydrogen or silicon anode materials for enhanced lithium battery performance.

VR have assembled an impressive portfolio of silica resource and silica-based technology projects in the energy, industrial and agriculture/horticultural sectors.

Their flagship silica resource project is the Midwest Silica Sand Project, located approximately 20 km north of the town of Moora, in the Midwest region of WA. Based on current knowledge the deposit has an unclassified resource of approximately 830 Mt of high purity silica sand. Material from this deposit will produce high grade silica sand for the construction, concrete, foundry, metal casting, and high purity quartz for the glass-making industries (including solar panels) for both the domestic and export market.

Invest and Trade WA has introduced Vytas Resources to a well-known Japanese trading company following an extensive search for potential offtake partners in the glass making industry. After introductions and virtual meetings led by Invest and Trade WA, the Japanese trading house requested numerous samples to be sent for lab testing followed by a request for bigger orders of up to 100MTs for furnace testing by large volume customers.

3.5.2 Priority initiatives for 2021-22

Initiative and accountable agency	Objective	Related activities
Implement the Mineral and Petroleum Resources Development Strategy (Department of Mines, Industry Regulation and Safety (DMIRS))	Develop strategic priorities for the resources sector to ensure sustainable growth in the sector.	<ul style="list-style-type: none"> Progress the implementation of the strategy, in line with the strategic priorities of developing: <ul style="list-style-type: none"> WA as a leading global destination for exploration investment; An environmentally and socially responsible industry; An industry that is efficiently and effectively regulated; An evolving industry; An innovative industry; Maximising benefits for all Western Australians.
Implement the Fast Tracking Mining Approvals strategy (DMIRS)	To stimulate and enhance WA's resource industry activity while also improving rehabilitation and mine closure regulation.	<ul style="list-style-type: none"> The strategy will focus on two pillars of activity aimed at reducing assessment and approval timeframes and modernising regulations.
Continue the Exploration Incentive Scheme (DMIRS)	To facilitate increased private sector resource exploration, which will lead to new resource discoveries, increased knowledge of the State's resources, and support increased employment opportunities.	<ul style="list-style-type: none"> Continue a government-industry co-funded drilling program with biannual application rounds. Conduct prospectivity mapping and encourage exploration through cover via 4D mapping.

Initiative and accountable agency	Objective	Related activities
		<ul style="list-style-type: none"> • Support strategic research conducted through initiatives such as the Mineral Exploration (MinEx) Cooperative Research Centre and the Minerals Research Institute of WA. • Support the acquisition of geophysical data (e.g. passive seismic, airborne electromagnetic).
<p>Implement the Geoscience Data Transformation Strategy (DMIRS)</p>	<p>To transform the State's geoscience information into intelligent data suitable for machine learning and artificial intelligence.</p>	<ul style="list-style-type: none"> • The strategy will deliver a new data viewing and delivery portal to open up access to the State's digitally transformed geoscience data.
<p>Expansion of the Joe Lord Core Library in Kalgoorlie (DMIRS)</p>	<p>The maintenance of world-class infrastructure to allow industry access to the State's drill core is an important component of the State's ability to attract exploration investment.</p>	<ul style="list-style-type: none"> • Maintain and expand the core library to triple its storage capacity. This is expected to meet forecast industry demand to around 2037.
<p>Support the New Brine Industry (DMIRS)</p>	<p>Promote WA as an investment destination for brine developments.</p>	<ul style="list-style-type: none"> • Development of the industry will be facilitated through the introduction of a concessionary rental rate for mining leases for minerals derived from brine and accommodation of the industry's unique disturbance features under for the Mining Rehabilitation Fund.
<p>Implement the Future Battery and Critical Minerals Industry Strategy (JTSI)</p>	<p>Attracting investment into and facilitating the development of, downstream processing and component manufacturing projects in the battery value chain to diversify the economy, benefit regional communities, create jobs and develop skills.</p>	<ul style="list-style-type: none"> • Market WA's capabilities and comparative advantages to key overseas markets, including through the development of public investment attraction and trade promotion strategies. • Explore incentives to attract and facilitate global investment in precursor / cathode active materials manufacturing in WA. • Provide project facilitation services for the battery and critical minerals industries, and provide support through access to strategic industrial land and common-user infrastructure. • Work with the Future Battery Industry Cooperative Research Centre to identify a preferred and suitable certification scheme for battery minerals, to differentiate WA producers as suppliers of choice in a competitive global environment.

3.6. Defence industries

3.6.1 Key opportunities and context

WA has strong, advanced manufacturing capabilities, a skilled workforce, and the necessary infrastructure requirements to support the development of a more technologically advanced, innovation-driven and sustainable local defence industry. WA is well placed to advance more strategic partnerships between industry and defence and expand its role within both highly specialised national and global defence supply chains.

The development of WA's defence industry has been guided by the WA Defence and Defence Industries Strategic Plan, released in October 2018. The Strategic Plan provides direction across six strategies to enable WA to be a key player in the national and international defence industry, and is supporting the State to become the principal location for the delivery of all maintenance and sustainment requirements for Australia's defence vessels.

WA's defence industry is at the leading edge of innovation in the maintenance and operation of manufacturing and autonomous and remote operations, often in harsh environments. Increased WA Government investment in defence industry capability through the WA Recovery Plan has helped to create substantial market opportunities.

WA's internationally recognised cyber security Austcyber Innovation Hub at Edith Cowan University is helping to grow our local cybersecurity capabilities, establishing a new skilled workforce, developing our cybersecurity export potential, and enabling the continued participation of local companies in defence supply chains.

The WA Government has also invested \$87.6 million in the Australian Marine Complex (AMC) to support its development as a nationally significant industrial area for the defence industry. The funding will be used to fast-track a number of key infrastructure projects at the AMC, which will enable it to accommodate larger classes of naval vessels and create greater connectivity and resilience across the complex. In addition to enabling the expansion of WA's defence industry, this investment will also bolster the activities of a number of resources and marine companies that access the AMC for fabrication, assembly, sustainment and maintenance needs.

The WA Government will focus efforts on identifying trade and investment opportunities aligned to WA's comparative advantages in the global defence value chain and promoting these advantages and investment opportunities in key markets.

Key markets | Defence industry

Defence industry – ASEAN, UK, Europe,
India- Gulf, India, North East Asia

Case study | Brooksbank Valves

Brooksbank Valves Ltd was established in 1953 to supply the UK Navy with high-quality copper alloy valves for seawater applications. Brooksbank is now one of the leading manufacturers in the UK for oil, gas, chemical and marine valves.

The company manufactures plug, ball, butterfly, gate, globe, and check valves in nickel aluminium bronze, gunmetal and exotic alloys primarily for seawater service.

Brooksbank also manufactures bespoke valves for marine defence systems and for titanium and high nickel alloy valves for the chemical and petrochemical markets.

Brooksbank Valves UK contacted Invest and Trade WA in July 2020 to seek assistance in establishing a A\$2m turnover wholly-owned subsidiary to be located in Australia by the end of 2022.

Since then the company has secured a 1000m² site in Cannington and are now registered in Australia as Brooksbank Valves Australia Pty Ltd. Brooksbank Valves Australia is in the process of setting up the manufacturing plant.

3.6.2 Priority initiatives for 2021-22

Initiative and accountable agency	Objective	Related activities
Support a strong and enduring defence industry (JTSI)	Maintain and grow WA's defence industry capability and contribution.	<ul style="list-style-type: none"> • Develop a WA Defence Infrastructure Strategy. • Continue to undertake infrastructure feasibility studies at the Australian Marine Complex in WA. • Continue to assess commercial and delivery models for a Large Vessel Dry Berth at the Australian Marine Complex in WA. • Prepare Defence Workforce Development plans for the defence capability streams. • Work with local defence industry to build capability and capacity of the supply chain. • Develop a business case for a WA maintenance hub for future Hunter class frigates.
Engage with international defence prime contractors (JTSI)	Attract prime contractors to invest directly in WA.	<ul style="list-style-type: none"> • Develop and implement industry engagement plans under the Defence and Defence Industries Strategic Plan. • Provide engagement opportunities to prime contractors, local SMEs and industry bodies for upcoming domestic and international defence programs.
Build research and innovation partnerships (JTSI)	Increase WA's capacity to support emerging technologies.	<ul style="list-style-type: none"> • Engage with the Defence Science and Technology Group, industry and Team WA universities. • Continue to deliver the Defence and Research Teaming (DaRT) Program. • Undertake the Maritime and Advanced Technology Collaboration Hub (MATCH) Feasibility Study and develop a subsequent business case.



Initiative and accountable agency	Objective	Related activities
<p>Deliver key promotional defence events (JTSI)</p>	<p>Deliver a nationally and regionally significant showcase of events that highlights WA's defence industry capability and examines WA's strategic importance in the Indo-Pacific region.</p>	<ul style="list-style-type: none"> • Develop a Defence West Trade Show Strategy. • Plan for the 2022 WA Indo-Pacific Defence Conference.

3.7. Space industries

3.7.1 Key opportunities and context

The global and national space sector is growing rapidly and presents significant opportunities for the State. WA has significant geographical, technical, research and infrastructure advantages and capabilities to leverage investment and grow a world-leading, thriving space industry.

The WA Government has made significant investment to assist industry to build capability and to promote WA as a world-leader in space technology and research. This includes the development of the Australian Automation and Robotics Precinct in Neerabup, support for the International Centre for Radio Astronomy Research and the Pawsey Supercomputing Centre, and the construction of a specialist Space Science Education Centre at Joseph Banks Secondary College in Banksia Grove, to support the development of the future space workforce.

Since February 2020, the WA Government has also invested \$6.25 million to grow the space industry and to leverage Australian Government and private sector investment. This investment has created new partnerships and opportunities for WA organisations, enabling industry to bid for significant Australian Government and international space funding.

Whilst still an emerging sector, space has significant potential for the WA economy. The WA Government will continue to work with the space sector to ensure coordinated investment attraction messaging, a targeted approach to grow participation in global supply chains and to support industry access to investment and partnership opportunities.

Case study | Earth based radar

Invest and Trade WA, together with the South West Development Commission (SWDC), is assisting a United States-based technology company with site selection in WA for its first Australian earth based radar.

Support from the Invest and Trade WA included providing market intelligence on WA's space industry and related capability; and providing site options in regional WA suitable for the radar.

Due to COVID-19 border closures, Invest and Trade WA and SWDC conducted a virtual site visit for the proponent which led to them selecting a preferred site and engaging a local WA engineering firm to lead the next stage of the project with a focus on progressing environment, planning, electricity connection and communications approvals.

Invest and Trade WA successfully arranged introductions for the proponent with the Local Government CEO and President; Local Member for the region, and community stakeholders where participants were supportive and enthusiastic about the project.

Key markets | Space industry

Space industry – India-Gulf, UK, Europe, North East Asia



3.7.2 Priority initiatives for 2021-22

Initiative and accountable agency	Objective	Related activities
<p>Develop and grow WA's space industry (JTSI)</p>	<p>Promote WA capability and convert investment and trade opportunities.</p>	<ul style="list-style-type: none"> • Work with the Australian Space Association to advance WA space capability. • In partnership with WA space sector, promote WA capabilities and activities through conferences and events to attract investment, partnerships and supply chain opportunities. • Support international space companies establish collaborations, infrastructure and activities in WA.

3.8. Health and medical life sciences

3.8.1 Key opportunities and context

The WA health and medical life sciences sector has experienced significant growth in recent years and continues to deliver innovations that improve

health outcomes, both for people in WA and globally. The sector has opportunities that further build upon WA's established expertise in areas including medical research, new gene technologies, phenomics, medical technology, long-term population health studies, data linkage and digital health solutions. These opportunities can support the breadth of the sector and sub-sectors, which includes digital health, medical technology, biotechnology, pharmaceuticals and health and wellness.

The WA Government is committed to continuous improvement in health outcomes, as well as to create jobs and diversify the economy. For example, the WA Future Health Research and Innovation (FHRI) Fund Strategy 2020–2022 supports the WA Government's FHRI Fund, providing a secure source of funding to drive health and medical research and innovation that leads to commercialisation of product candidates.

With continued focus and responsiveness to the rapid change in trends and global demands for healthcare technology, this emerging industry has significant potential to contribute to the State's successful diversification agenda and be competitive on a global scale.

Case Study | Global life sciences analytics company

Invest and Trade WA is assisting a global life sciences analytics company to establish operations in WA.

Invest and Trade WA support has included providing market intelligence on WA's health and medtech sector, labour market and higher education data; advice on business incentives, grants and other funding programs; and stakeholder introductions.

Invest and Trade WA also introduced the company to the Australian Government's Global Business Talent and Attraction Taskforce for consideration under the Global Talent Visa Program, which is designed to help grow Australia's innovation and tech economies by attracting talent in target areas including health industries. The company was successful in its application, and Invest and Trade WA looks forward to continuing to support the company as it builds its Australian presence.

Key markets | Health and medical life sciences

Health and life services – India-Gulf, China, North East Asia, UK, Europe

3.8.2 Priority initiatives for 2021-22

Initiative and accountable agency	Objective	Related activities
Implement the Future Health Research and Innovation Fund, and Health and Medical Research and Innovation Strategy <i>(Department of Health [DoH])</i>	To be a global centre for research and innovation excellence, advancing the health and prosperity of the WA community.	<ul style="list-style-type: none"> • Implement programs and initiatives that enable partnerships with and/or applications by private industry and investors. • Facilitate engagement with private industry and investors through events and targeted communications.
Asset Investment Program to build GMP Laboratories and Cyclotron facility at Sir Charles Gairdner Hospital (SCGH) <i>(DoH)</i>	To increase WA's capability and capacity to produce PET radiopharmaceuticals for WA health, private imaging facilities, and imaging and medical research.	<ul style="list-style-type: none"> • Provide a range of cyclotron produced PET radiopharmaceuticals State-wide to both private and public facilities for both clinical and research studies, including to the new WA New Industries Fund node PET/CT research facility. • Increase WA capacity to deliver these radiopharmaceuticals, enable research and research collaborations through the current asset investment program. • Establish manufacturing agreements with international pharmaceutical companies to produce their novel products key to world class research.
Pharmaceutical sponsored clinical trials program <i>(DoH)</i>	Increase investment activity in the sponsored clinical trial space.	<ul style="list-style-type: none"> • Establish required infrastructure to support pediatric clinical trials. • Establish partnerships with leading international and national pharmaceutical companies.
International Centre for Rare Diseases <i>(DoH)</i>	Establish WA as a world leader for rare care to attract and retain world class talent and investment.	<ul style="list-style-type: none"> • Secure philanthropic and government funding to establish the Centre. • Hire world class talent to the Centre. • Deliver world class rare care projects in WA with international and national collaborations through external investment.
Centre of excellence for diabetes <i>(DoH)</i>	Establish WA as a world leader for diabetes to attract and retain world class talent and investment.	<ul style="list-style-type: none"> • Secure philanthropic and government funding to establish the Centre. • Hire world class talent to the Centre. • Deliver world class diabetes projects in WA with international and national collaborations through external investment.
Research education and training initiatives <i>(DoH)</i>	Build the capacity and capability of the Child and Adolescent Health Service researchers to establish WA as world leader in innovative research in pediatrics.	<ul style="list-style-type: none"> • Run research training program of work (Research Education Program). • Establish micro-credential platform for research education based at the Child and Adolescent Health Service for all researchers to access globally.
AusBiotech 2022 and Australia Biotech Invest and Partnering <i>(JTSI)</i>	Promote WA capability in bio med tech and pharma and agritech, and convert investment and trade opportunities.	<ul style="list-style-type: none"> • Deliver national conference AusBiotech 2022 and its parallel event Australia Biotech Invest and Partnering, which will bring together local, national and international biotech leaders and stakeholders to build networks and discuss issues critical to the industry; including regenerative medicine, gene therapies, biotech investing, and precision medicine and clinical trials.

3.9. Primary industries

3.9.1 Key opportunities and context

WA's primary industry sector is a strong contributor to the State's economic diversification. WA holds competitive advantages in its climate, conditions and capacity to produce superior products with established food quality and safety systems. The regulatory environment in WA ensures high standards in sustainable production, labour relations, animal welfare and biosecurity.

The export of primary industries products continues to be dominated by exports of raw commodities (over 70% of exports are raw), with limited post farm-gate value-adding. The 2020-2024 Primary Industries Plan, released in November 2020, aims to support the growth of increasingly sophisticated and globally competitive primary industries, including emerging industries – such as avocados, wine, aquaculture, and food and beverage manufacturing – to increase the diversity of the sector.

Demand for premium quality, safe, certified agricultural produce, processed food and beverages is expected to increase significantly over the next decade. There are opportunities for WA to grow its capacity to produce premium value-added produce across agriculture, aquaculture and food processing sectors. Increasing the value of agrifood products in WA will respond to both domestic and export oriented demands, particularly from Asia.

Partnerships between government and industry can help deliver higher value agrifood products, particularly in the regions, whilst also increasing the State's export value. The WA Government has made numerous investments in the sector. These efforts have been focused on establishing WA as a centre of excellence in food innovation, incentivising investment and industry attraction to maintain our market shares in the global market and investing in innovation.

Border closures continue to impact the movement of workers and goods both from across Australia and overseas. The WA Government is working closely with the Australian Government to support the sector with measures such as the Seasonal Worker Program providing agricultural workers from Pacific nations and the International Freight Assistance Mechanism (IFAM), a targeted support measure to keep global air links open in response to the ongoing effects of the COVID-19 pandemic. Indicators illustrate that whilst some of the impacts of COVID 19 and trade restrictions have been mitigated by the transition to alternate freight and new international markets being identified, there continues to be an ongoing impact to the sector.

WA's investment in increasing value-added industries and continued strengthening of our freight and logistics capacity to deliver to diversified international markets will help ensure the sector continues to prosper in the post COVID-19 environment.

Key markets | Primary industries

Primary Industries - India-Gulf, UK, Europe, China, ASEAN, North East Asia

Case study | Krunchilli

In early 2019, Krunchilli's chilli condiments were unveiled at the Araluen Chilli Festival in WA and received a gold medal award.

Now well established as a locally made product in WA, Krunchilli can be found on shelves across the country. It is a 100% family owned and operated company. It's currently available in two varieties; Hot (Gold medal winner at Araluen Chilli Festival) and Medium (Bronze medal, Perth Royal Show).

The Dubai Office organised initial introductions and virtual engagement with potential distribution partners in Dubai. Following this Krunchilli registered its products and, consequently, accessed the UAE market, as well as the Saudi and Kuwait markets.

3.9.2 Priority initiatives for 2021-22

Initiative and accountable agency	Objective	Related activities
Implement the Primary Industries Plan, to maintain and build competitiveness, and secure and grow markets (DPIRD)	Promote WA products and provide export expansion and diversification opportunities.	<ul style="list-style-type: none"> Support WA agribusiness to showcase agrifood products to key overseas markets. Facilitate WA agribusiness market entry and expansion strategies through provision of targeted market information and overseas buyer matching. Continued support and funding to the Wine & Oats Industry Growth Partnership.
	Support WA agribusinesses to develop skills to undertake international business development and manage risk.	<ul style="list-style-type: none"> Continue to implement capability development programs to enable agribusinesses to become export ready and to undertake market and business growth. Provide WA industry with opportunities for capability development in cold chain management required to enable more resilient and lower cost supply chains for perishables.
	Support WA agribusinesses to invest in new market development projects.	<ul style="list-style-type: none"> Deliver International Competitiveness Co-Investment Fund (ICCF) Round 2
	Advocate for and support WA agri-food market access priorities.	<ul style="list-style-type: none"> Support industry's market access interests and continue to advocate for WA agrifood priorities at the Federal level.
Implement the Primary Industries Plan, to maintain and build competitiveness, and differentiate, value add and diversify primary industries (DPIRD)	Deliver targeted support to industry to support growth and competitiveness.	<ul style="list-style-type: none"> Launch Value Add Agribusiness Attraction Fund. Launch Agribusiness Food & beverage Voucher Program.
	Continue to implement capability development programs to enable agribusinesses to unlock growth opportunities.	<ul style="list-style-type: none"> Deliver the EvokeAG 2022 Conference. Launch AgTech entrepreneurship program. Deliver Masterclass on investor readiness.
	Identify suitable land and water resources to support new projects of strategic importance.	<ul style="list-style-type: none"> Develop irrigation in northern WA, including the Ord and Fitzroy Valley, to support agricultural development for cotton and other new industries.



Initiative and accountable agency	Objective	Related activities
	<p>Support Aboriginal communities and entrepreneurs to develop land and sea-based enterprises that support Aboriginal employment in primary industries.</p>	<ul style="list-style-type: none"> • Deliver diversification projects in established agricultural regions - Myalup Primary Industries Reserve, Southern Forest Project and peri-urban food production zones. • Support Aboriginal enterprises seeking to develop new enterprises. • Extend support to Aboriginal communities, including owners of traditional lands, to develop skills in primary production and business.

4. Investment and trade activities by regional hub

This section summarises investment and trade activities across the 5 regional hubs:

- ASEAN (Jakarta, Singapore and Hanoi)
- China (Shanghai)
- UK-Europe (London)
- India-Gulf (Mumbai and Dubai)
- North East Asia (Tokyo, Seoul and Kobe)

Activities scheduled across the regional hubs for 2021-22 have been developed with consideration to the conditions that international markets are experiencing in the wake of the COVID-19 pandemic and the constraints on traditional business practices. While these activities are currently considered achievable, changes to the health and economic impact of the pandemic globally, or within a given region, may impact their delivery.

For some sectors, the State's investment and trade activities extend to markets where there is not presently a WA office.

ASEAN

Initiative	Objective	Related activities
Responsive in-market exporter servicing	Promote WA capability and facilitate trade opportunities.	<ul style="list-style-type: none"> • Deliver exporter servicing to qualified, export ready clients.
In-market investment attraction and facilitation	Promote WA as an attractive Foreign Direct Investment destination.	<ul style="list-style-type: none"> • Engage with investors on specific investment opportunities in WA. Assist investors in identifying suitable investment partners in WA.
Hub and spoke model development and implementation	Embed the hub-and-spoke model.	<ul style="list-style-type: none"> • Continue to implement the hub and spoke to align with regional investment and trade activities and opportunities. • Finalise the hub reporting structure and undertake recruitment to fill vacant roles. • Define key performance indicators in alignment with the Investment and Trade Plan and implement reporting processes.
Develop services and supports for exporters and inbound customers and investors	Support WA businesses exporting to key markets.	<ul style="list-style-type: none"> • Work with WA industry bodies and organisations to market WA's capabilities offshore. • Offer WA industry targeted market intelligence, in-market support, business matching and attendance at industry-focused trade events and trade missions. • Collaborate with Australian Government agencies and business groups to develop opportunities to support trade facilitation.
Promote WA's technological and advanced manufacturing capabilities	Promote WA companies in: the life sciences and digital health sector; defence-adjacent industries; agritech; space; cybersecurity; space industries; mineral sands.	<ul style="list-style-type: none"> • Explore potential Business to Business (B2B) interactions between WA technology companies and ASEAN companies or organisations that are seeking technological expertise. • Explore potential B2B interactions between WA technology ventures and organisations in Internet of Things and Information and Communications Technology. • Work with WA tech companies to identify specific in-market partnership opportunities; support WA tech companies seeking ASEAN clients and partners. • Determine virtual/hybrid events, conferences, seminars and fora that will allow relevant decision makers in ASEAN to engage with WA technology companies.
Support WA's sister-state relationship with East Java	Support engagement initiatives to strengthen WA's trade and investment relationship.	<ul style="list-style-type: none"> • Support re-signing the sister state agreement in 2022 and building the program of work in 2022–2025. • Establish a WA Government Working Group to implement the sister state agreement. • Provide analysis of market opportunities outside of Jakarta which support the WA-East Java sister-state relationship.
Advocate for WA's expertise in renewable energy in the ASEAN region	Promote Western Australian renewable energy capabilities and decarbonisation initiatives in the ASEAN region.	<ul style="list-style-type: none"> • B2B promotion of WA investment opportunities in renewable energy. • B2B promotion of Western Australian green hydrogen projects to potential investors, partners and offtake partners. • Determine opportunities in the ASEAN region for WA renewable energy capabilities. • Determine virtual/hybrid events, conferences, seminars and fora that will allow relevant decision makers in ASEAN to engage with WA renewable energy proponents.

Initiative	Objective	Related activities
Advocate for WA expertise in micro-grids and renewable technologies in the ASEAN region	Support interest in WA renewables and battery technologies.	<ul style="list-style-type: none"> Facilitate engagement between WA businesses and Indonesia's remote and renewable power sectors. Support two-way trade and investment facilitation between Indonesia's battery industry and WA's battery industry.
Promote WA LNG export capabilities in the ASEAN region	Position WA as a potential LNG export partner to support Indonesia's new renewable energy targets.	<ul style="list-style-type: none"> Connect WA industry to investment opportunities in the Indonesian LNG sector and facilitate business meetings and seminars to promote joint ventures and partnerships.
WA tourism promotion in the ASEAN region	Promote WA as a safe, close proximity destination that offers a holistic experiences.	<ul style="list-style-type: none"> Digital content marketing. Aussie Specialist Program/Key Distribution Partners Webinar. Singapore Airlines (SQ/SIA) digital content activations.
Student recruitment and partnership development in the ASEAN region	Promote WA education and training capabilities.	<ul style="list-style-type: none"> Collaborate with WA education providers to promote WA as a safe study destination with quality education. Work with education agents in the region to elevate the profile of WA's education sector and promote study programs offered by WA universities and vocational education institutions. Plan WA education promotion activities, agent workshops and roadshows to assist WA education providers in student recruitment. Engage with investors/partners in the education and training space and explore the possibility of the SCSA, TAFE and WA universities offering the WA curriculum/training and articulation programs to selected education institutions. Collaborate with Austrade to produce WA-focused episode in a Vietnam television series about studying in Australia. Promote partnerships between the relevant organisations in WA and Ba Ria-Vung Tau Province in Vietnam in the education and training sector.
Promote WA's education and training capabilities in the ASEAN region	Promote WA as a primary destination for ASEAN students and provide business access to WA's International Education providers.	<ul style="list-style-type: none"> Work with WA education providers from early childhood education to higher education, vocational and registered training organisation providers, to build relationships with education agents in Indonesia. Consult with the education agent about student recruitment process, policy impact, and supports in conversions activities. Activate the opportunity for WA education providers under the Indonesia-Australia Comprehensive Economic Partnership Agreement. Facilitate engagement between the WA education sector and Indonesia's upskilling the human resources strategy (VET Strategy). Explore visibility of market opportunities from the Western Australia-East Java University Consortium. Supporting WA Education Recovery Plan 2020-2025.
Promote WA's capabilities in mining and METS	Promote WA as an option to fulfil mining industry skills shortages and provide expertise.	<ul style="list-style-type: none"> Promote WA as an option to fill mining industry skills shortages and provide expertise, including in offshore exploration and extraction, decommissioning old rigs, and autonomous technologies. Activate the opportunity for WA METS in Indonesia report in Perth and Jakarta. Undertake activities and promote events to increase awareness of METS opportunities in Indonesia.

Initiative	Objective	Related activities
Collaborate with Defence West to promote WA's defence industry to the ASEAN market	Promote and demonstrate depth and expertise of WA defence and allied industries.	<ul style="list-style-type: none"> • Participate in the South-East Asian Dialogue and Indo Defence Expo & Forum.
Promote agricultural exports across ASEAN	Address WA capacity to meet rising demand for high-quality agricultural products in Singapore.	<ul style="list-style-type: none"> • Identify new and emerging buyers of premium food products from the ASEAN region and link them to export-ready, high-value agrifood producers in WA. • Continue to engage with local buyers, importers and distributors in market, emphasising that WA is a viable source of high-end niche products, clean and green food with traceable provenance and counter-seasonal produce. • Strengthen links with retailers, hotel and restaurant operators in ASEAN and educate them on WA's fresh and clean produce and premium food products. • Assist WA premium food producers to promote their products in ASEAN, through the Singapore Office; organise and direct business-to-business linkups; provide assistance to WA agrifood companies during events and conferences such as Food and Hotel Asia. • Engage WA exporters on opportunities to supply quality commodities and raw materials for the manufacture of food products by ASEAN companies. • Explore possible R&D, collaboration and commercialisation opportunities between WA and ASEAN organisations (e.g., agtech, farming R&D, aquaculture technology and agriculture training). • Increase visibility of WA's agrifood commodities and premium products in Indonesia. • Assist WA's agrifood industries to gain access to new markets and improve access to existing markets. • Provide support and insights regarding priority commodities and products for WA businesses entering and operating in Indonesia. • Facilitate virtual business-matching sessions and trade missions to promote market diversification for the WA agrifood industry.

China

Initiative	Objective	Related activities
Responsive in-market exporter servicing	Promote WA capability and facilitate trade opportunities.	<ul style="list-style-type: none"> Deliver exporter servicing to qualified, export ready clients.
In-market investment attraction and facilitation	Promote WA as an attractive Foreign Direct Investment destination.	<ul style="list-style-type: none"> Engage with investors on specific investment opportunities in WA. Assist investors in identifying suitable investment partners in WA.
Hub and spoke model development and implementation	Embed the hub-and-spoke model.	<ul style="list-style-type: none"> Continue to implement the hub and spoke to align with regional investment and trade activities and opportunities. Finalise the hub reporting structure and undertake recruitment to fill vacant roles. Define key performance indicators in alignment with the Investment and Trade Plan and implement reporting processes.
Develop services and supports for exporters and inbound customers and investors	Support WA businesses exporting to key markets.	<ul style="list-style-type: none"> Work with WA industry bodies and organisations to market WA's capabilities offshore. Offer WA industry targeted market intelligence, in-market support, business matching and attendance at industry-focused trade events and trade missions. Collaborate with Australian Government agencies and business groups to develop opportunities to support trade facilitation.
Support WA's sister-state relationship with Zhejiang	Support engagement initiatives to strengthen WA's trade and investment relationship.	<ul style="list-style-type: none"> Deliver Western Australia-Zhejiang 35th Anniversary activities in 2022, focusing on Vocational Education and Training, New Energy, Cross Border eCommerce and Sports.
Facilitate the Australia China Natural Gas Technology Partnership Fund	Promote the WA energy sector to global markets	<ul style="list-style-type: none"> Formal negotiation of the extension of the Australia China Natural Gas Technology Partnership Fund. Australia China Natural Gas Technology Partnership Fund virtual seminar 2021.
Promote WA energy capabilities in the China region	Promote WA energy capabilities and convert investment and trade opportunities.	<ul style="list-style-type: none"> Identify investment and joint Research and Development opportunities in energy battery and hydrogen supply chain for Chinese companies.
WA tourism promotion in the China region	Increase desirability ranking and engage with key partners in market.	<ul style="list-style-type: none"> Increase the desirability ranking and awareness of WA destinations. Maintain close relationships with Chinese carriers. Engage with Key Distribution Partners by delivering training.
Promote WA's education and training capabilities in the China region	Promote WA education and training capabilities, facilitate new opportunities, and attract international students to WA.	<ul style="list-style-type: none"> Continue to support the State's education sector offshore. Support in-school promotion of WA education opportunities in WACE schools, attracting those students to choose Perth for further study. Continue to support off-shore WA student engagement, including by engaging with the WA Alumni in China and facilitating networking activities. Maintain relationship with education agents, including facilitating visits and training.



Initiative	Objective	Related activities
Identify health and medical technology opportunities in the China region	Identify new opportunities for WA health and medical technology companies and promote their capabilities in-market to attract investment and increase trade.	<ul style="list-style-type: none"> Identify the market opportunities for WA businesses in the health and medical life sciences sector in China.
Promote agricultural exports in the China region	Promote WA agricultural capabilities and convert investment and trade opportunities.	<ul style="list-style-type: none"> Attend the Shine Australia series to promote WA agribusiness capabilities. B2C promotion to lift market awareness of WA products. Facilitate new products into China market, including by providing market research and insight for producers and assisting with China market access.

UK/Europe

Initiative	Objective	Related activities
Responsive in-market exporter servicing	Promote WA capability and facilitate trade opportunities.	<ul style="list-style-type: none"> • Deliver exporter servicing to qualified, export ready clients.
In-market investment attraction and facilitation	Promote WA as an attractive Foreign Direct Investment destination.	<ul style="list-style-type: none"> • Engage with investors on specific investment opportunities in WA. Assist investors in identifying suitable investment partners in WA.
Hub and spoke model development and implementation	Embed the hub-and-spoke model.	<ul style="list-style-type: none"> • Continue to implement the hub and spoke to align with regional investment and trade activities and opportunities. • Finalise the hub reporting structure and undertake recruitment to fill vacant roles. • Define key performance indicators in alignment with the Investment and Trade Plan and implement reporting processes.
Develop services and supports for exporters and inbound customers and investors	Support WA businesses exporting to key markets.	<ul style="list-style-type: none"> • Work with WA industry bodies and organisations to market WA's capabilities offshore. • Offer WA industry targeted market intelligence, in-market support, business matching and attendance at industry-focused trade events and trade missions. • Collaborate with Australian Government agencies and business groups to develop opportunities to support trade facilitation.
Promote WA's innovative technology companies across life sciences, clean tech and cybersecurity verticals	Promote WA capability and convert investment and trade opportunities.	<ul style="list-style-type: none"> • Coordinate WA Government involvement in a virtual delegation for London Tech Week (2021). • Work to understand key tech subsectors and capacity to identify opportunities for WA stakeholders. • Proactively identify and facilitate involvement in opportunities in the wider UK and European tech sector for WA companies and government as a platform to promote WA's emerging tech sector.
Establish and deliver COP26 Campaign	Promote WA's green credentials (and decarbonisation efforts) in the energy and mining sectors, as a way for the State to attract foreign direct investment and build links with industry, government and academia.	<ul style="list-style-type: none"> • Identify conferences and support stand-alone events in the emerging renewable hydrogen sector as a platform to promote investment opportunities and facilitate industry and government links. • Promote WA's LNG sector, including its decarbonisation efforts, at key market exhibitions, conferences or stand-alone events in the UK and Europe aligned with the COP26 Campaign. • Identify events and opportunities to work with partners to promote WA's critical minerals and mining sectors with a focus on green supply chains and sustainable value-add investment opportunities. • Promote the strong Environmental, Social and Governance credentials within WA's mining sector to investors interested in long-term responsible investment.
Promotion of WA as a destination for export and investment in global renewable hydrogen supply chain in the UK/Europe region	Encourage offtake agreements, collaboration and investments between WA hydrogen projects and European/UK buyers, investors, governments and non-government organisations.	<ul style="list-style-type: none"> • Raise WA's profile as a strategic partner and investment destination, and market the State's capabilities and comparative advantages. • Support the Renewable Hydrogen Unit in Perth as they facilitate global investment in the renewable hydrogen supply chain in WA and support in seeking offtake partners in Europe.

Initiative	Objective	Related activities
		<ul style="list-style-type: none"> Explore partnership and collaboration opportunities with international stakeholders.
Promotion of WA as a global energy transition hub in UK/Europe	Grow LNG industry support in accordance with objectives of LNG Jobs Taskforce.	<ul style="list-style-type: none"> Raise WA's profile as a strategic partner and investment destination, and market the State's capabilities and comparative advantages within LNG. Collaborate with the LNG Jobs Taskforce to explore decarbonisation technology exchange with other jurisdictions. Support the transfer of decommissioning skills and expertise from the North Sea to WA.
Promote WA as a destination for investment in global battery supply chains, and as an exporter of critical minerals as well as technology	Encourage offtake agreements, technology exchange and investments between WA critical minerals miners and UK/European battery manufacturers and other Critical and Raw Material end users.	<ul style="list-style-type: none"> Raise WA's profile as a strategic partner and investment destination, and market the State's capabilities and comparative advantages. Support the Future Battery Industry team in Perth as they facilitate global investment in pre-cursor / cathode active materials manufacturing in WA. Explore partnership and collaboration opportunities with international stakeholders.
Identify opportunities to increase tourism, arts and cultural awareness of WA in the UK/Europe region	Promote WA tourism capability and convert investment and trade opportunities. Increase awareness of destination WA and arts and culture activities.	<ul style="list-style-type: none"> Engage with the UK-Australia Season of Culture program. Support UK based Tourism WA with their in-market activity. Engage with the Australia Now France 2021-22 program.
Collaborate with Defence West to promote WA's defence industry to the UK and European markets	Promote expertise and technology of WA defence and associated industries, and promote defence investment opportunities in the State.	<ul style="list-style-type: none"> Explore possible partnerships and entry points into UK and European markets for WA companies. Participate in key defence events to represent WA and build networks.
Promote WA's innovative technology companies in the space sector in the UK/Europe region	Promote WA capability and convert investment and trade opportunities.	<ul style="list-style-type: none"> Promote WA's space sector, specifically through opportunities presented by the Australia-UK Space Bridge.
Implement the Wine Industry Export Growth Partnership in the UK/Europe region	Increase awareness of WA wines to the UK and European markets.	<ul style="list-style-type: none"> Promote WA consumer on-line wine tasting in conjunction with Wines of WA. Co-host wine tastings events with Austrade and Australian Embassies in markets where WA wine is available. Support Wine Australia to help promote WA wines in market. Plan for the 2022 Western Australian in-person focused wine tasting for trade (B2B), press and consumers.
Deliver targeted programs in-market and virtually in the UK/Europe region	Support key roadshows and increase awareness of WA agrifood sector to the UK and European markets.	<ul style="list-style-type: none"> Work together with DPIRD and Austrade to identify key agribusiness tradeshows to support market entry of emerging premium products from WA into the European market. Provide support for two-way trade enquiries.
Unlock potential opportunities arising from free trade agreements	Assist WA businesses to leverage opportunities arising from the proposed UK and EU Free Trade Agreements (FTAs)	<ul style="list-style-type: none"> Promote awareness of the opportunities arising from FTAs among WA businesses and industry sectors. Provide advice and support to exporters looking to access new opportunities arising from the FTAs.

India-Gulf

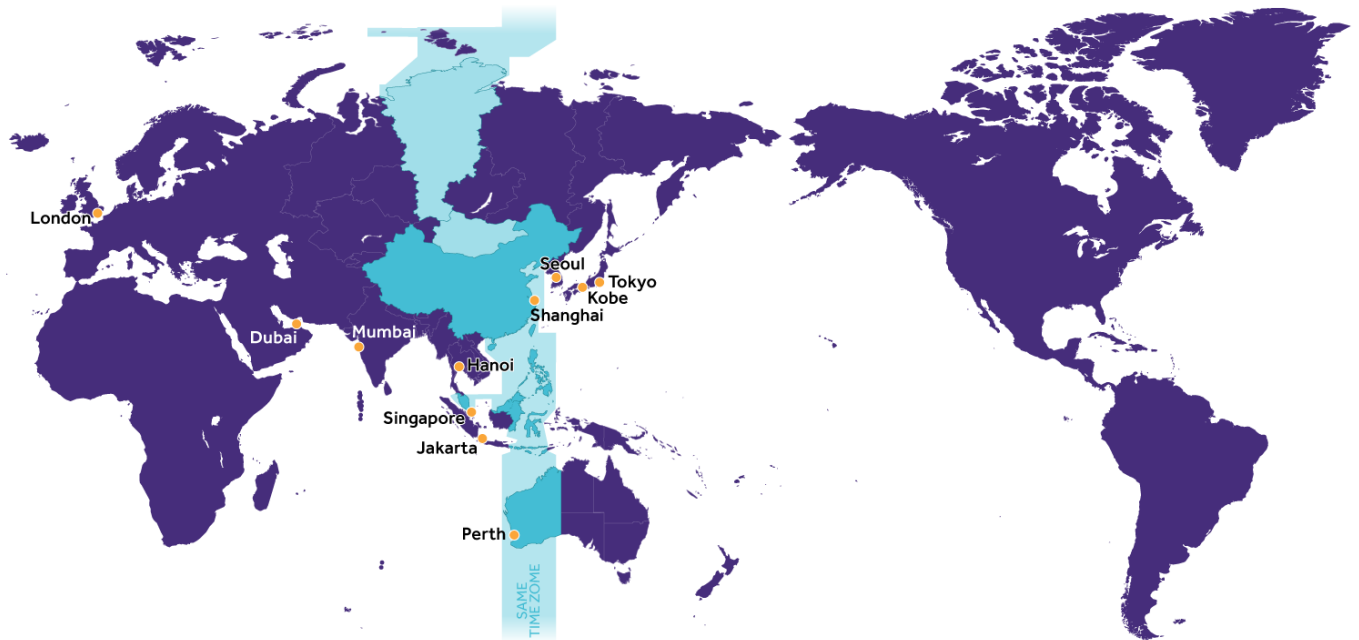
Initiative	Objective	Related activities
Responsive in-market exporter servicing	Promote WA capability and facilitate trade opportunities.	<ul style="list-style-type: none"> • Deliver exporter servicing to qualified, export ready clients.
In-market investment attraction and facilitation	Promote WA as an attractive Foreign Direct Investment destination.	<ul style="list-style-type: none"> • Engage with investors on specific investment opportunities in WA. Assist investors in identifying suitable investment partners in WA.
Hub and spoke model development and implementation	Embed the hub-and-spoke model.	<ul style="list-style-type: none"> • Continue to implement the hub and spoke to align with regional investment and trade activities and opportunities. • Finalise the hub reporting structure and undertake recruitment to fill vacant roles. • Define key performance indicators in alignment with the Investment and Trade Plan and implement reporting processes.
Develop services and supports for exporters and inbound customers and investors	Support WA businesses exporting to key markets.	<ul style="list-style-type: none"> • Work with WA industry bodies and organisations to market WA's capabilities offshore. • Offer WA industry targeted market intelligence, in-market support, business matching and attendance at industry-focused trade events and trade missions. • Collaborate with Australian Government agencies and business groups to develop opportunities to support trade facilitation.
Deliver the Dubai Expo 2020	Promote WA capability and convert investment and trade opportunities.	<ul style="list-style-type: none"> • Promote WA capability and investment in the mining and Mining Equipment Technology and Services (METS), agriculture and international education sectors and engage WA industry to be involved in the Australian Government's suite of events. • Deliver WA-focused event in February 2022, focused on investment attraction.
Deliver the India Connect Event	Promote WA capability and convert investment and trade opportunities.	<ul style="list-style-type: none"> • Deliver India Connect 2021 event and successfully execute the thought-leadership connect sessions on mining and METS, international education, primary industries and advanced manufacturing.
Support WA's sister-state relationship with Andhra Pradesh	Support engagement initiatives to strengthen WA's sister-state relationship.	<ul style="list-style-type: none"> • Seek to renew the Andhra Pradesh sister-state agreement.
Promote WA's renewable energy capabilities in the India-Gulf region	Promote WA energy capability and convert investment and trade opportunities	<ul style="list-style-type: none"> • Promote investment opportunities in energy sectors including waste to energy, e-waste and related areas, such as recycling and circular economy. • Promotion of the State's renewable hydrogen strategy to potential investors and future off-take partners. • Mapping opportunities in Middle East and South Asia for alternate energy production opportunities. • Online event delivery to enable renewable hydrogen strategy to be promoted into the region.
Promote WA's rare earth and battery minerals in the India Gulf region	Promote WA rare earth capabilities and convert investment and trade opportunities	<ul style="list-style-type: none"> • Promote WA as a destination for investment and offtake opportunities for critical, battery and rare earth materials in accordance with the Future Battery and Critical Minerals Industries Strategy.

Initiative	Objective	Related activities
		<ul style="list-style-type: none"> Attend and promote WA capability and opportunities at relevant international events including World Energy Storage Day 2021. Deliver critical battery materials roundtable's in conjunction with Austrade as part of its Australia India Business exchange program of events.
WA tourism promotion India-Gulf region	Promote WA tourism capability and convert investment and trade opportunities. Increase awareness of destination WA and arts and culture activities.	<ul style="list-style-type: none"> Support campaigns to promote WA as a premier tourism destination. Work with India-based inbound tourism operators to support agent knowledge of WA. Work towards securing direct flights between India and Perth. Promote WA as a destination for conference attendance, development and delivery.
Student recruitment and partnership development in the India-Gulf region	Promote WA capability and convert investment and trade opportunities.	<ul style="list-style-type: none"> Collaborate with WA education providers to promote WA as a safe destination with quality education. Conduct inbound agent workshops in-country and in WA to support agent knowledge of WA. Support WA universities based in Dubai (Murdoch, Curtin and Edith Cowan University) to expand their Gulf and Indian student network links. Develop a cohesive international education strategy encompassing the Middle East and South Asia regions and engaging all key partners including agents, sponsorship bodies, universities and Australian Government partners.
Promote WA's mining and METS capabilities in the India-Gulf region	Promote WA mining and METS capabilities and convert investment and trade opportunities	<ul style="list-style-type: none"> Work with partners in Saudi Arabia to promote WA's mining and METS capability.
Defence industry mapping in South Asia and the Middle East	Research and map potential opportunities to increase understanding for WA companies in the region.	<ul style="list-style-type: none"> Map potential opportunities and meet key decision makers to highlight WA opportunities, in conjunction with Defence West.
Space industry mapping in South Asia and the Middle East	Research and map potential opportunities to increase understanding for WA companies in the region.	<ul style="list-style-type: none"> Map potential opportunities and meet key decision makers to highlight WA opportunity.
Health and medical technology mapping in South Asia and Middle East regions	Promote WA medical technology capability and convert investment and trade opportunities internationally.	<ul style="list-style-type: none"> Attend relevant events in region, map opportunities and promote WA capability in relevant forums.
Primary industries and agriculture trade and investment promotion in the India-Gulf region	Promote WA capability and convert investment and trade opportunities.	<ul style="list-style-type: none"> Provide in-market support to WA companies by maintaining and developing high-level networks of grains, red meat and fresh produce exporters and importers. Arrange a series of virtual presentations on regional opportunities with India and Gulf buyers for WA exporters and investors into agriculture. Support the export of WA fresh produce through the International Freight Assistance Mechanism program. Promote WA as a source of safe and quality in-demand commodities.

North East Asia

Initiative	Objective	Related activities
Responsive in-market exporter servicing	Promote WA capability and facilitate trade opportunities.	<ul style="list-style-type: none"> • Deliver exporter servicing to qualified, export ready clients.
In-market investment attraction and facilitation	Promote WA as an attractive Foreign Direct Investment destination.	<ul style="list-style-type: none"> • Engage with investors on specific investment opportunities in WA. Assist investors in identifying suitable investment partners in WA.
Hub and spoke model development and implementation	Embed the hub-and-spoke model.	<ul style="list-style-type: none"> • Continue to implement the hub and spoke to align with regional investment and trade activities and opportunities. • Finalise the hub reporting structure and undertake recruitment to fill vacant roles. • Define key performance indicators in alignment with the Investment and Trade Plan and implement reporting processes.
Develop services and supports for exporters and inbound customers and investors	Support WA businesses exporting to key markets.	<ul style="list-style-type: none"> • Work with WA industry bodies and organisations to market WA's capabilities offshore. • Offer WA industry targeted market intelligence, in-market support, business matching and attendance at industry-focused trade events and trade missions. • Collaborate with Australian Government agencies and business groups to develop opportunities to support trade facilitation.
Promote opportunities in economic infrastructure	Promote WA capability and convert investment and trade opportunities.	<ul style="list-style-type: none"> • Facilitate port to port partnerships with key strategic ports in North East Asia to support the development of a hydrogen export industry and remove barriers to export. • Build relationships between WA and North East Asia governments to promote key WA infrastructure. • Leading and organising seminars to attract investment opportunities in infrastructure in general.
Support WA's sister-state relationship with Hyogo	Support engagement initiatives to strengthen WA's trade and investment relationship.	<ul style="list-style-type: none"> • Develop projects under the Hyogo sister-state agreement projects that would benefit the development of both regions' economies.
Hydrogen industry promotion in the North East Asia region	Attract investment into renewable hydrogen projects in WA.	<ul style="list-style-type: none"> • Promote WA as a destination for investment and offtake opportunities for hydrogen in accordance with the WA Renewable Hydrogen Strategy. • Work closely with the JTSI hydrogen team to provide information and briefings to North East Asian stakeholders and investors. • Conduct webinars in collaboration with stakeholder in-country to support key/emerging project knowledge of WA. • Attract investment into the green steel industry in WA by developing an action plan.
Rare earth and battery minerals	Promote WA critical minerals industry and attract investment into downstream processing.	<ul style="list-style-type: none"> • Promote WA as a destination for investment and offtake opportunities for critical, battery and rare earth materials in accordance with the Critical Battery Mineral Strategy. • Work with partners in Japan and South Korea to attract investment into downstream battery materials processing such as Precursor-cathode active material and cathode active material manufacturing.

Initiative	Objective	Related activities
		<ul style="list-style-type: none"> Deliver the Association of Mining and Exploration Investment Opportunities 2021 to Japanese and Korean stakeholders highlighting WA companies.
WA tourism promotion in the North East Asia region	Promote WA capability and convert investment and trade opportunities.	<ul style="list-style-type: none"> Support campaigns to promote WA as a premier tourism destination. Work with North East Asia based inbound tourism operators to support agent knowledge of WA. Work towards securing direct flights between Korea and Perth and ensuring the reestablishment of Japan and Perth connection. Promote WA as a destination for conference attendance, development and delivery.
Student recruitment and partnership development in the North East Asia region	Promote WA capability and convert investment and trade opportunities.	<ul style="list-style-type: none"> Collaborate with WA education providers to promote WA as a safe destination with quality education. Engage in Austrade led events, seminars and campaign in collaboration with WA education providers. Promote offshore programs in-country leading to potential long term trading program. Identify opportunities for EdTech companies in the WA and North East Asian markets.
Defence industry promotion in North East Asia	Promote WA Defence industries and capabilities in North East Asian markets.	<ul style="list-style-type: none"> Identify WA defence companies that want to export to North East Asia. Promote WA capability and opportunities at relevant international events including Defence and Security Equipment Japan 2022 and ADEX Korea. Identify defence projects that require investment. Organise defence virtual missions or webinars in North East Asia.
Space Industry Promotion in North East Asia	Promote WA Space industries and capabilities in North East Asian markets.	<ul style="list-style-type: none"> Identify WA space companies that want to export to North East Asia. Identify space projects that require investment. Organise virtual missions or webinars for the space sector in North East Asia.
High tech industry promotion in the North East Asia region	Promote WA capability and convert investment and trade opportunities.	<ul style="list-style-type: none"> Participate in industry trade shows such as Bio Korea and Bio Japan to support WA companies make connections with industry. Promote WA capabilities in health, medtech, remote operations and robotics industries.
Primary industries and agriculture trade and investment promotion in the North East Asia region	Promote WA agrifood sector in North East Asian markets.	<ul style="list-style-type: none"> Keep providing in-market support to WA companies by maintaining and developing high-level networks of various high value premium produce. Provide opportunities for new/existing WA exporters to attend/showcase their products at agrifood events, such as Foodex March 2022 and WA Wine Tasting March 2022. Support the export of WA fresh produce through the International Freight Assistance Mechanism program. Promote WA wine industry in collaboration with Wines of WA and Sommelier Association.



Invest and Trade WA

The Department of Jobs, Tourism, Science and Innovation's Invest and Trade WA team promotes WA as a destination for investment, provides a 'one-stop-shop' for incoming trade and investment enquiries, and assists WA businesses to develop and expand their export potential.

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