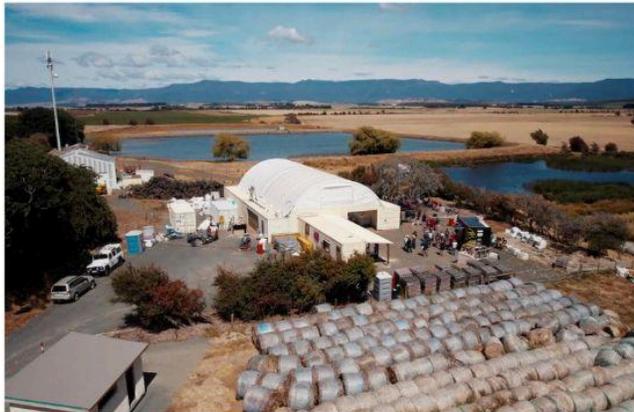




TASMANIAN HEMP ASSOCIATION

STRATEGIC PLAN

2025-2028



**Tasmanian Hemp Association
Strategic Plan 2025-2028**

Approved by THA Elected Board

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Vision, Mission and Purpose

Vision

To position Tasmania as a global leader in the industrial hemp sector, delivering sustainable agriculture, renewable materials, and thriving regional enterprise.

Mission

To promote more sustainable agriculture and increase the use of hemp as a renewable and sustainable source of food, fibre and extracts.

The THA represents Members, key stakeholders and other interested parties of the Association by supporting growers, processors and industry partners through education, networking opportunities, and advocacy. We champion the expansion of hemp for food, fibre, extracts and building materials, advancing legislation, raising public understanding and establishing value-chains that are economically viable and environmentally sustainable.

Purpose of this document

This strategy guides the direction of the Tasmanian Hemp Association's Board and Staff.

It sets a three-year roadmap focused on:

- Strengthening industry advocacy and representation
- Growing market demand and public understanding of hemp
- Supporting industry readiness and compliance
- Building partnerships for research, innovation, and workforce development

Progress will be monitored through annual reporting to members and periodic review to align with national and state priorities.



Operating Environment

Tasmania's hemp industry operates within a complex and rapidly evolving regulatory and market environment. National attention on hemp as a sustainable crop is increasing, with opportunities across food, fibre, building materials, and health sectors. However, inconsistent national regulation, limited processing infrastructure, and low consumer awareness still constrain growth.

The THA operates as the sole peak industry body for Tasmania, advocating for a unified, well-resourced national approach while maintaining strong state leadership. Collaboration with government, research partners, and growers is critical to unlocking the sector's potential.

Resources to Activate the Plan

Delivery of this plan relies on a combination of financial, human, and partnership resources including:

- Government grants and project funding
- Member subscriptions and industry sponsorships
- In-kind support through board expertise and professional networks
- Collaborative partnerships with processors, researchers, and allied industries
- Staff and Board knowledge, service providers for scientific, policy, and operational support

Board

The annually-elected THA Board provides strategic oversight and governance. Its role is to ensure sound financial management, advocacy alignment, and sector representation. Board members bring expertise from growing, processing, research, marketing, and policy backgrounds. Key priorities include maintaining transparency, succession planning, and building industry confidence in THA as a strong, unified voice in alignment with national direction.

Staff

The Executive Officer is responsible for the operational delivery of the Strategic Plan, with support from the Administration Manager, the THA Board and other resources as required. Future growth may require further roles as membership and funding expand.

Growers and Downstream Business Partners

Growers remain the foundation of the Association. They provide practical insight into production challenges, market conditions, and emerging opportunities. THA will continue to support growers and downstream businesses through advocacy, technical updates, networking events, and pathways to value-added processing.

Government and Partner Support

The Tasmanian Government has provided ongoing support for hemp development through AgriGrowth Tasmania and the Department of State Growth. Continued partnership is essential for regulatory reform, extension activities, and research funding. Nationally, THA engages with the Department of Agriculture, Fisheries and Forestry, and industry alliances such as those with the Australian Hemp Council, to advocate for a coordinated national strategy and recognition of hemp's economic and environmental potential.

The THA thanks and acknowledges the support of its current and past government investors.

Strategic overview - Tasmanian Industry Position

Tasmania remains Australia’s most advanced hemp jurisdiction.

Our state’s sector is backed by a clear regulatory framework, government support, strong agronomic advantages, and a credible industry body in THA. However, growth is currently constrained by fragmented national policy, limited processing capability, and dependence on external funding.

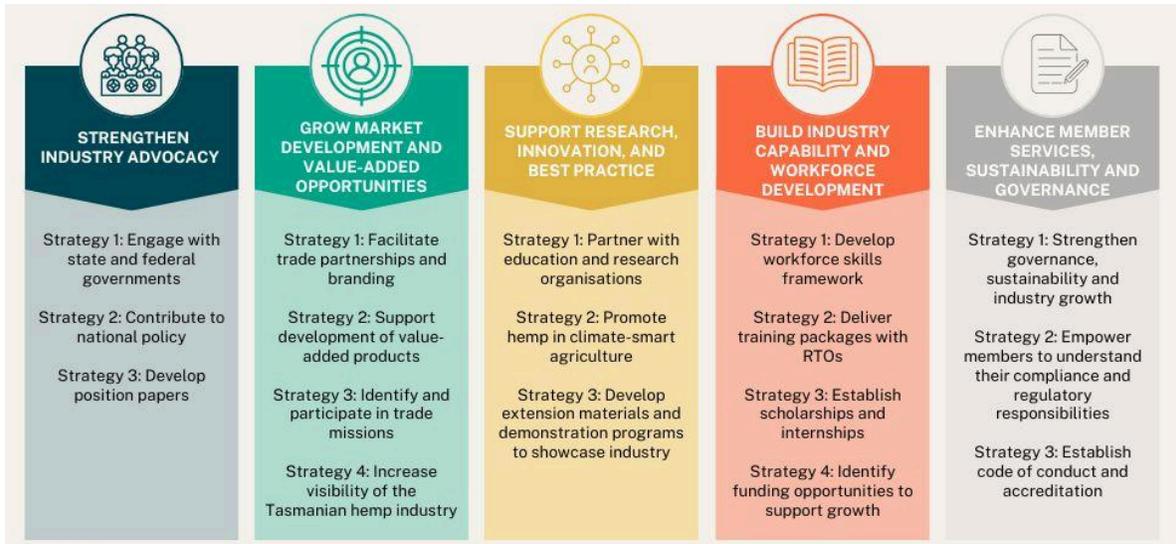
Strategically, the THA’s focus on a National Hemp Strategy, workforce development, infrastructure investment, and export branding offers the most immediate path to growth and resilience.

Supported by the Tasmanian Government’s SIIP funding, the THA is well placed to move the industry forward and lay a strong foundation for the whole industry in Australia.

<p>Capabilities</p> <ul style="list-style-type: none"> ● Peak body: THA is Tasmania’s sole representative for licensed hemp growers, processors, and value-added businesses. ● Government backing: Over \$700k invested since 2018 in the industry. ● Regulation: <i>Industrial Hemp Act 2015</i> provides clear licensing; 2024 updates enable new uses ● Ideal climate: Long days and low humidity make Tasmania highly suitable - historically 45% of national crop. ● Strong R&D links: Active partnerships with UTAS, CSIRO, and AgriFutures on genetics, agronomy, and materials. 	<p>Challenges</p> <ul style="list-style-type: none"> ● Market volatility: Production fell from \$5.7m (2018/19) to \$0.2m (2022/23); few active licence holders. ● Infrastructure constraints: Relatively limited local decortication and large-scale processing. ● Fragmented regulation: State-based licensing causes duplication and inefficiency. ● Funding reliance: Dependent on government grants over commercial revenue. ● Limited coordination: Weak national collaboration and duplicated R&D efforts.
<p>Opportunities</p> <ul style="list-style-type: none"> ● National strategy: Push for unified framework across legislation, R&D, and exports. ● Growth potential: \$1B national industry achievable with better infrastructure and market access. ● New product streams: 2024 reforms enable circular-economy uses, and waste valorisation. ● Industrial extracts: Legal reform could open bioplastics, adhesives, and composite markets. ● Sustainability value: Strong ESG appeal via carbon capture, soil health, and regional jobs. ● Export advantage: Tasmania’s premium image suits food, fibre, and building-grade exports. 	<p>Constraints</p> <ul style="list-style-type: none"> ● Global oversupply: Depressed seed prices reducing grower margins. ● Regulatory barriers: UN conventions restricting non-medicinal extract production. ● Industry fragmentation: Competing national bodies can weaken advocacy and resource focus. ● Capital shortfall: Processing investment needs exceed small-operator capacity. ● Climate risks: Changing rainfall and temperature can threaten yield stability.

Summary of Strategic Goals

These strategic goals form the foundation of the Board and staff workplans for the coming period. They are prioritised to guide decision making, resource allocation and coordinated delivery across all THA activities.



Goal 1: Strengthen Industry Advocacy for Tasmanian Hemp

- Strategy 1: Engage with state and federal governments
- Strategy 2: Contribute to national policy
- Strategy 3: Develop position papers

Goal 2: Grow Market Development and Value-added Opportunities

- Strategy 1: Facilitate trade partnerships and branding
- Strategy 2: Support development of value-added products
- Strategy 3: Identify and participate in trade missions
- Strategy 4: Increase visibility of the Tasmanian hemp industry

Goal 3: Support Research, Innovation, and Best Practice

- Strategy 1: Partner with education and research organisations
- Strategy 2: Promote hemp in climate-smart agriculture
- Strategy 3: Develop extension materials and demonstration programs to showcase industry

Goal 4: Build industry Capability and Workforce Development

- Strategy 1: Develop workforce skills framework
- Strategy 2: Deliver training packages with RTOs
- Strategy 3: Establish scholarships and internships
- Strategy 4: Identify funding opportunities to support growth

Goal 5: Enhance Member Services, Sustainability and Governance

- Strategy 1: Strengthen governance, sustainability and industry growth
- Strategy 2: Empower members to understand their compliance and regulatory responsibilities
- Strategy 3: Establish code of conduct and accreditation

Goal 1: Strengthen Industry Advocacy for Tasmanian Hemp

Purpose:

Leadership: Representing the Tasmanian hemp industry with authority and integrity in policy forums and government engagement.

Preparedness: Ensuring the industry is ready to respond to regulatory changes, policy opportunities, emerging challenges and ensuring market readiness responding to supply and demand.

Stewardship: Advocating responsibly for hemp's role in sustainable agriculture, health, and environmental outcomes.

Rationale:

Tasmania's hemp sector has strong potential across food, fibre, and environmental markets but faces fragmented regulation, low public awareness, and limited national influence. Stronger advocacy will drive coordinated policy, sustainable growth, and industry leadership.

Industry Outcomes:

- Respected voice influencing policy and regulation.
- Greater visibility and credibility with government partners
- Increased investment, innovation, and collaboration.
- Stronger representation through peak bodies.
- Supportive policy for carbon and sustainability initiatives.

Constraints:

- Limited financial resourcing of THA to grow the sector
- Willingness of ministers (state and federal) to support change and legislative reform



Goal 1: Strategies and Priority Actions

Strategy 1: Engage with State and Federal Governments

Building strong relationships with government agencies to secure sustainability funding and reduce red tape by advocating for clearer, consistent, and less burdensome licensing and compliance requirements.

Lead: President, Vice-President + Executive Officer

Priority Actions

- Develop annual policy priorities paper and advocacy calendar - 2025
- Hold two annual meetings with key agencies to raise awareness - 2026
- Have a voice at the national level post senate inquiry - 2026
- Advocate for a National Construction Code Pathway - 2026
- Develop media briefings and communications around regulatory reform updates - 2026
- Secure one federal partnership or grant by 2027 - 2027

Strategy 2: Contribute to National Policy

Ensuring Tasmania's hemp industry has a seat at the national table by participating in peak bodies and formal government processes to influence policy directions.

Lead: Executive Committee

Priority Actions

- Participate in Senate inquiries and consultations - NOW
- Host annual Hemp Industry Forum bringing together growers, regulators, and investors - 2026
- Advocate for and clarify the requirements of the National Construction Code for prospective Tasmanian hemp builders - 2026
- Refresh and review strategy for new term - 2028

Strategy 3: Develop Position Papers

Creating authoritative, evidence-based position papers that present a clear, unified voice for Tasmania's hemp industry by preparing well-referenced documents on key topics, validating them with experts and members, and publishing them to inform policymakers, media and the public while strengthening the state's profile in hemp innovation and sustainability.

Lead: Programs, Research and Training Committee + Executive Officer

Priority Actions

- Publish position papers on regulation, carbon, and markets by June 2026 - 2025/2026
- Circulate to all MPs and industry partners - 2026

Goal 2: Grow Market Development and Value-added Opportunities

Purpose

Trade: Building commercial relationships and expanding access to domestic and international markets.

Innovation: Developing new, high-value hemp products and technologies to diversify the industry.

Engagement: Connecting with consumers, chefs, and influencers to raise awareness and drive demand.

Rationale:

Tasmania's hemp industry must expand its market reach and diversify its product offerings. This strategic goal focuses on building strong trade relationships across all sectors, enhancing product branding, and supporting the development of high-value hemp products.

Industry outcomes:

- Expanded domestic and international markets
- Stronger Tasmanian hemp identity and greater consumer awareness and demand
- Growth in value-added product lines
- Increased investment in processing and innovation
- Enhanced collaboration across sectors
- Job creation and regional development

Constraints:

- Access and willingness of cross state, territory and international boundaries via national harmonisation
- Product acceptance as a viable and sustainable alternative
- Economic investment in the sector (government, industry and others)



Goal 2: Strategies and Priority Actions

Strategy 1: Facilitate Trade Partnerships and Branding

Building commercial relationships and creating a strong Tasmanian hemp brand by connecting producers with buyers and developing a unified industry identity.

Lead: Communications and Marketing Committee

Priority Actions

- Launch the “Tasmanian Hemp” brand toolkit - 2026
- Identify and partner with at least three regional events annually - 2026
- Grow trade leads for the industry by 30 percent per year - 2027
- Strengthen supply chains - 2027

Strategy 2: Support Development of Value-Added Products

Encouraging innovation and product diversification by supporting R&D and the commercialisation of high-value hemp products.

Lead: Membership and Partnerships Committee

Priority Actions

- Enable product innovation through and R&D showcase - 2025/2026
- Support pilot projects - 2025/2026
- Encourage investment in infrastructure by providing access to knowledge for producers - 2026

Strategy 3: Identify and Participate in Trade Missions

Positioning Tasmanian hemp in new domestic and international markets by collaborating with government, trade bodies and industry partners to identify and participate in missions, expos and showcases that strengthen visibility, partnerships and export opportunities.

Lead: President, Vice President + Executive Officer

Priority Actions:

- Identify and prioritise trade missions that align with Tasmania’s hemp growth sectors - 2026
- Participate in at least one trade mission or showcase event annually - 2026 & 2027
- Advocate through national and regional networks to secure greater hemp industry representation in Australian trade initiatives - 2027

Strategy 4: Increase visibility of the Tasmanian hemp industry

Raising the profile of the Tasmanian hemp industry through consistent, high-impact communication and engagement by delivering targeted campaigns, sharing success stories and

research outcomes, and coordinating media, digital and event activity that reinforces THA as the trusted voice for hemp.

Lead: Executive Officer with support Communications and Marketing Committee

Priority Actions

- Run at least two education and engagement events annually to reach target audiences - 2025
- Deliver digital marketing and PR campaign on Tasmanian hemp - 2026
- Deliver annual public campaigns showcasing Tasmanian hemp - 2026
- Grow THA's media and online reach through effective communications and marketing - 2026



Goal 3: Support Research, Innovation, and Best Practice

Purpose:

Science: Partnering with research institutions to generate data and evidence that guide industry decisions.

Sustainability: Promoting hemp's role in climate-smart agriculture and environmental regeneration by leveraging knowledge and research.

Knowledge: Sharing best practices and practical insights to build grower capability and industry cohesion.

Rationale:

Building a strong evidence base is central to advancing the Tasmanian hemp industry. Collaboration with research institutions and growers ensures that decisions are grounded in data, sustainability is embedded in practice, and innovation drives competitiveness. By strengthening research partnerships and sharing practical knowledge, the industry can demonstrate measurable environmental and economic benefits while positioning hemp as a key contributor to climate-smart agriculture and circular economy outcomes

Industry outcomes:

- Improved crop performance and resilience
- Recognition in carbon and sustainability frameworks
- Enhanced grower capability
- Stronger research collaboration
- Evidence-based advocacy
- Increased environmental benefits
- Culture of continuous improvement

Constraints:

- Existing market industries
- Attitudes and public confidence towards the use of plant based fibre products



Goal 3: Strategies and Priority Actions

Strategy 1: Partner with Education and Research Organisations

Collaborating on trials to improve production and environmental outcomes by conducting research on cultivars, water use, soil health and carbon sinking, potentially supported through shared investment.

Lead: Executive Committee + Executive Officer

Priority Actions

- Establish a THA Research and Innovation approach - 2026
- Develop a Partnership Program key research partners (eg UTAS, TIA, CSIRO) - 2026/2027
- Identify and establish up to three collaborative trials per year - 2027
- Publish one annual research summary - 2027

Strategy 2: Promote Hemp in Climate-Smart Agriculture

Positioning hemp as a strategic crop in climate and carbon frameworks by advocating for its inclusion in sustainability and carbon credit programs and developing a knowledge summit.

Lead: Policy and Compliance Committee + Executive Officer

Priority Actions

- Secure recognition in offset programs/carbon framework - 2027
- Commission and release a partnered “Hemp and Climate” report - 2027
- Identify and work with pilot programs and providers - 2027

Strategy 3: Develop Extension Materials and Demonstration Programs Showcasing Industry

Turning research into practical tools and experiences that help growers apply best practice and innovation by establishing demonstration sites, producing clear extension materials, and hosting field days and workshops that link stakeholders.

Lead: Programs and Training Committee

Priority Actions

- Set up regional demonstration sites - 2026/2027
- Publish practical grower guides and videos - 2026
- Run field days and workshops each year - 2026/2027
- Share research updates and case studies with growers - 2027

Goal 4: Build Industry Capability and Workforce Development

Purpose:

Skills: Delivering training and qualifications to ensure a competent and compliant workforce.

Talent: Attracting and supporting new entrants from all backgrounds through scholarships, internships, and career pathways.

Growth: Planning for future workforce needs to support long-term industry expansion and resilience.

Rationale:

A skilled and adaptable workforce underpins the success of Tasmania's hemp industry. To sustain growth, the sector needs structured pathways that attract new entrants, build technical capability, and retain skilled professionals across cultivation, processing, manufacturing, and research. By investing in training, partnerships, and workforce planning, the industry can strengthen professionalism, ensure compliance, and prepare for future expansion in regional areas.

Industry outcomes:

- Clearly defined career pathways across the hemp value chain
- Increased workforce capability and compliance with industry standards
- Stronger partnerships between industry, education, and training providers
- Attraction and retention of young professionals through scholarships and internships
- Growth in regional employment and business opportunities
- Improved professionalism and industry reputation
- A future-ready workforce aligned with emerging technologies and market needs

Constraints:

- Current scale of the industry due to legislative restrictions and segment attitudes
- Lack of visibility of the industry making it difficult to attract candidates



Goal 4: Strategies and Priority Actions

Strategy 1: Develop a Workforce Skills Framework

Building a clear, structured framework to guide workforce development by mapping skills across the supply chain and aligning them with AQF and relevant pathways to meet current and future needs.

Lead: Programs and Training Committee

Priority Actions

- Audit current workforce gaps and define priority skill needs - 2026
- Develop Hemp Workforce framework - 2026

Strategy 2: Deliver Training Packages with RTOs

Providing accredited and industry relevant training across the hemp value chain by developing programs in cultivation, processing, HACCP and export readiness.

Lead: Programs and Training Committee

Priority Actions

- Develop partnership with RTO to help build workforce strategy - 2027

Strategy 3: Establish Scholarships and Internships

Attracting and supporting new entrants through education and hands-on experience by understanding the current landscape, partnering with RTOs, universities and industry to offer scholarships, placements and mentorships, promoting career opportunities, and connecting participants with real projects and mentors.

Lead: Programs and Training Committee

Priority Actions

- Launch Hemp Futures Scholarship - 2027
- Coordinate internships with relevant businesses - 2027

Strategy 4: Identify Funding Opportunities to Support Growth

Finding and leveraging funding opportunities to deliver workforce initiatives by researching and securing grants, preparing proposals aligned with the Workforce Plan, and partnering with government and industry to co-invest in projects.

Lead: Finance and Audit Committee + Executive Officer

Priority Actions

- Identify and pursue grants and funding for workforce and training initiatives - 2026/2027
- Apply for Skills Tasmania or federal training grants - 2026/2027
- Undertake annual scholarship reporting - 2027

Goal 5: Enhance Member Services, Sustainability & Governance

Support | Standards | Sustainability

Purpose:

Support: Providing members with practical tools and resources to succeed and stay compliant.

Standards: Establishing ethical, professional, and quality benchmarks through codes and accreditation.

Sustainability: Strengthening governance and financial health to ensure long-term viability.

Rationale:

A thriving industry requires strong member support, sustainability and effective governance. This objective focuses on tools, standards, and organisational sustainability.

Industry Outcomes:

- Improved member compliance
- Higher industry standards
- Greater trust and credibility
- Stronger leadership and continuity
- Financially sustainable peak body
- Increased member engagement
- Unified industry identity

Constraints:

- Clear membership value
- Industry understanding, legitimacy and acceptance
- Legislative change



Goal 5: Strategies and Priority Actions

Strategy 1: Strengthen Governance, Sustainability and Industry Growth

Strengthening THA's governance and financial resilience by improving organisational structures, succession planning, and financial systems.

Lead: Executive Committee + Treasurer, Executive Officer

Priority Actions

- Finalise and implement the THA Strategic Plan and Governance Framework, ensuring clarity of Board, Committee, and staff roles - 2025
- Strengthen Board capability through induction, succession planning - 2026
- Develop a Financial Sustainability and Partnerships Strategy to diversify revenue - 2026
- Develop strategy to grow THA membership locally, nationally and internationally - 2026

Strategy 2: Empower Members to Understand their Compliance and Regulatory Responsibilities

Equipping members to meet regulatory requirements by developing practical toolkits for licensing, food safety and quality assurance.

Lead: Policy and Compliance Committee and Administration Manager

Priority Actions

- Develop THA Member Portal with compliance resource - 2026
- Provide Compliance Toolkits - 2026
- Share NCC Aligned Guidance for Hemp Construction to assist members - 2026

Strategy 3: Establish Code of Conduct and Accreditation

Creating shared standards and recognition mechanisms by developing a code and system that promotes professionalism and ethics.

Lead: Executive Officer with support from THA Staff

Priority Actions

- Conduct annual member survey and satisfaction report - 2026
- Deliver quarterly Members Briefing webinars - 2026
- Host AGM and governance workshops - 2026

Summary timeline of actions

	GOAL 1: STRENGTHEN INDUSTRY ADVOCACY	GOAL 2: GROW MARKET DEVELOPMENT AND VALUE-ADDED OPPORTUNITIES	GOAL 3: SUPPORT RESEARCH, INNOVATION, AND BEST PRACTICE	GOAL 4: BUILD INDUSTRY CAPABILITY AND WORKFORCE DEVELOPMENT	GOAL 5: ENHANCE MEMBER SERVICES, SUSTAINABILITY AND GOVERNANCE
2025	<ul style="list-style-type: none"> Develop policy priorities paper & advocacy calendar Participate in Senate inquiries Develop Position Papers 	<ul style="list-style-type: none"> Run at least two education and engagement events annually Support pilot projects 			<ul style="list-style-type: none"> Finalise and implement Strategic Plan and Governance Framework
2026	<ul style="list-style-type: none"> Hold meetings with key agencies Develop media briefings on regulatory reform Maintain national presence post inquiry Circulate Position Papers Host Hemp Industry Forum Advocate for a National Construction Code Pathway Clarify NCC requirements for Tasmanian hemp builders 	<ul style="list-style-type: none"> Launch Brand Toolkit Identify and participate in suitable trade missions Grow THA's media and online reach Establish three regional event partnerships Encourage investment in infrastructure through knowledge building Deliver two annual public campaigns on Tasmanian hemp 	<ul style="list-style-type: none"> Establish Research and Innovation Approach Develop key scientific and research partnerships Set up demonstration sites Publish practical guides and videos Run field days Identify and establish up to three collaborative trials per year 	<ul style="list-style-type: none"> Audit workforce gaps Develop Workforce framework Pursue workforce and training grants Apply to Skills Tasmania's grants 	<ul style="list-style-type: none"> Strengthen Board capability Develop strategy to grow THA membership locally, nationally and internationally Develop NCC aligned guidance for hemp construction Develop THA Member Portal with compliance resources Provide compliance toolkits Conduct member survey Deliver member briefings and host AGM
2027	<ul style="list-style-type: none"> Secure federal partnership or grants to support continuity Continue national advocacy 	<ul style="list-style-type: none"> Participate in trade missions and showcase events Advocate for greater national hemp representation Grow trade leads Strengthen supply chains 	<ul style="list-style-type: none"> Release Hemp and Climate report Publish Research and Innovation Summary Share research updates and case studies with growers Implement carbon and offset pilot programs Deliver field days and workshops Identify and work with pilot programs and providers 	<ul style="list-style-type: none"> Launch Hemp Futures Scholarship Coordinate internships and placements Develop partnership with RTO to help build workforce strategy Begin annual scholarship reporting 	<ul style="list-style-type: none"> Continue governance workshops and reporting cycles
2028	<ul style="list-style-type: none"> Review and refresh strategy for new term 				



The THA acknowledges and thanks the Tasmanian Government for its support.



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