

BUSINESS PLAN

AUSTRALIAN ACCESS FEDERATION 2020



AUSTRALIAN ACCESS FEDERATION IN 2020

Stakeholders	Present/potential value from the AAF
Subscribers / ORCID Members	Sustainable operations focused on achievement of agreed AAF objectives
End Users	Seamless access to services and resources
Government / NCRIS Facilities	Support for the Australian eResearch agenda
Other Federations / ORCID Consortium Operators	Easy to deal with, compatible technologies and practices that leverage international standards and trends
VerifID resellers	Easy to deal with, high quality of service

VISION
Our **vision** is to lead access management for Australian education and research.

Our **mission** is to deliver secure access and identity services that connect Australian teachers, students and researchers with global online resources.
MISSION



The AAF has an active policy for innovation with new functionality and services funded through three sources:

- Professional services to meet the evolving needs of our subscribers
- Incremental innovation funded through revenue generation
- Major innovation funded by co-investment (government, other eResearch groups, individual subscribers, etc.).



The core operations are funded by our subscribers.

SERVICE MODEL
Our customer centric service delivery focus maintains high levels of subscriber, member, supplier and end user satisfaction. AAF aims to deliver high quality sustainable and innovative products and services to assist our subscribers and resellers grow their capabilities and achieve efficiency.

1. AUSTRALIAN ACCESS FEDERATION IN 2020

OUR SERVICES



Australia's national authentication service for research and education. The Federation is a globally connected service consisting of a trust framework of technology and policy. This framework delivers world class single-sign-on that allows individuals across organisational boundaries to collaborate and access online resources within a trusted environment. By logging in via the Federation, end users only need their institutional credentials to access a variety of services from other organisations including file transfer, data storage, compute, collaboration tools and portals, scientific instrumentation, administrative systems, scholarly, teaching, learning and research resources across multiple organisational boundaries.



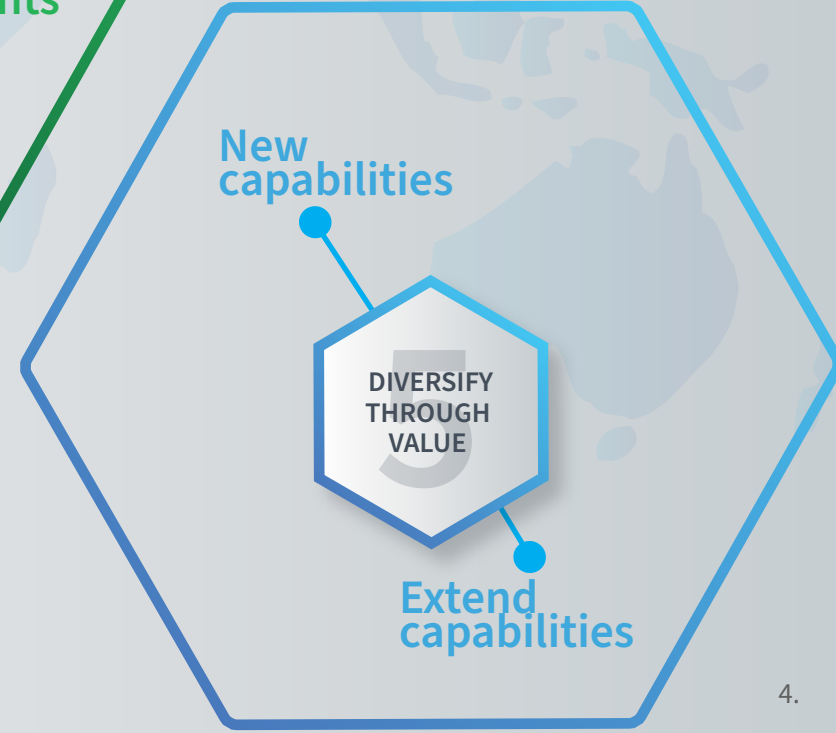
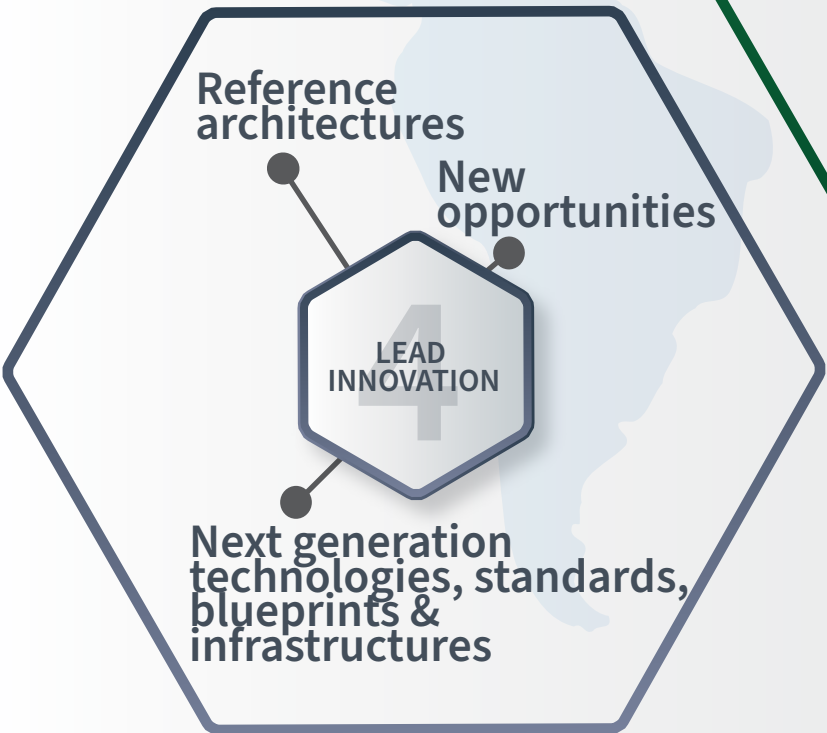
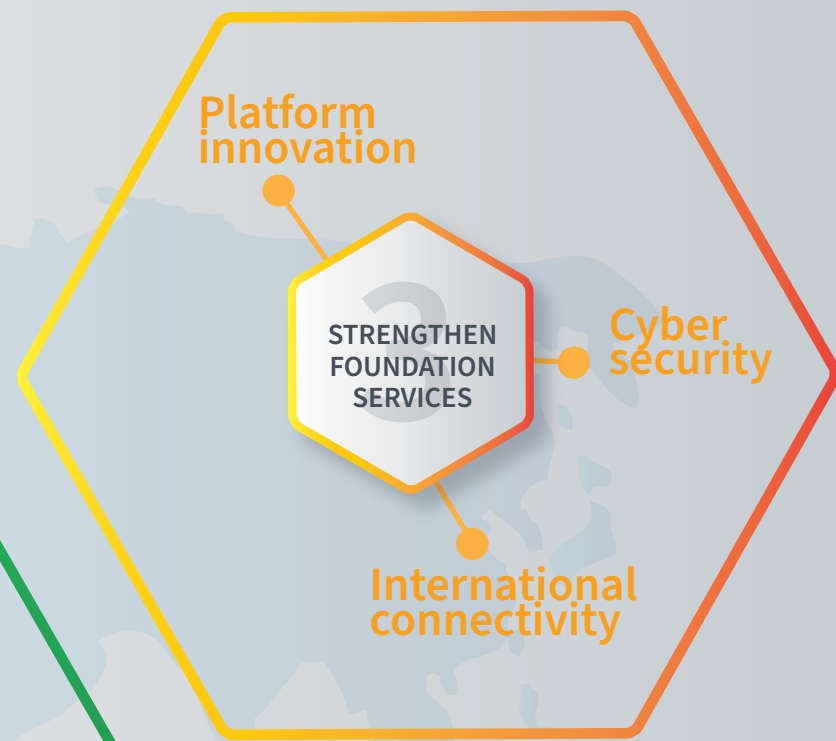
The Consortium provides a national coordinated approach to Open Researcher Contributor ID (ORCID) implementation. The Consortium delivers significant cost savings to the sector, through reduced ORCID licence fees and localised support. The Consortium enables the uptake of a unique persistent identifier for every researcher in Australia.



Providing bespoke support to AAF subscribers in meeting their identity and access management needs.



A privacy preserving solution to verify that a person has a current student or staff relationship with an Australian University or research organisation. The national verification service enables public agencies and commercial providers to accurately deliver services to students and other roles in the research and education sector.



2. Activities for 2020

2.1 Strategic Partnerships

Continue to strengthen existing and grow new partnerships, both nationally and internationally, to ensure AAF is aligned with both the national and international agendas for teaching, learning and research. Partnerships will help AAF to attract funding to sustain and further advance the services it delivers.

Key strategic partnership activities for 2020 include:



GOVERNMENT

- Progressing partnerships with federal and state government programs and agencies:
 - National Collaborative Research Infrastructures (NCRIS):
 - Participate in the Department of Education and Training NCRIS Investment Management Framework
 - Develop and implement a government engagement strategy
 - Work closely with and seek funding to support:
 - BioPlatforms Australia (BPA) and the BioCommons
 - Australian Research Data Commons (ARDC)
 - HPC facilities in advancing their authentication agendas
 - Actively participate in the Digital and Data eResearch Platforms group (DDeRP) (eResearch Infrastructure Roadmap).



SUBSCRIBERS

- In partnership with subscribers, commence building relationships with state based health agencies and medical research institutes. Identify key messages that promote a value proposition to the market segment.



INDUSTRY

- Work with industry partners and strengthen relationships:
 - Council of Australasian University Directors of Information Technology (CAUDIT)
 - Council of Australian University Librarians (CAUL)
 - ORCID.org, ORCID Advisory Group, ORCID Governance Group
 - CAUDIT Identity Management Community of Practice
 - AusCERT and AARNet
 - Commercial organisations identified by the AAF Leadership Team throughout 2020.



GLOBAL

Global partnerships to support research infrastructures:

- Progress international Access and Authentication for Research Collaboration (AARC) blueprint architectures through the evaluation of CILogon and eduTEAMS research infrastructure platforms for the Australian context.

Global partnerships and activities:

- Bronze sponsorship of Research and Education Federations (REFEDS)
- Maintain an open seat on the REDEDS Steering Committee
- Chair of the eduGAIN Steering Committee
- Chair of the Asia Pacific Advanced Networking Federated Identity Management Working Group
- Member of the OpenID Connect Foundation
- Support and participate in the international REFEDS meetings and ORCID Consortia meetings
- Support project FREYA (European Commission funded project to look at Open Research Infrastructure)
- Support project iFIRE¹ (European Commission funded project to Increase Federated Identity, Roaming e-infrastructure in Asia Pacific)
- Support and participate in the international ORCID Consortia Council.

1. This project follows the 2018-2019 European Union funded BACKFIRE (Broadening Asi@Connect Knowledge on Federated Identity, Roaming and E-infrastructure) project. As of September 2019, a proposal has been submitted for consideration by the funding body.

Ongoing skills development is an essential component of building the national capability in identity and access management. AAF is committed to further advance its staffing capabilities and industry knowledge to continue to meet the evolving nature of the technologies, future policies and processes. Leading programs of skills development will assist addressing the skills gaps for subscribers through:

- increased sector knowledge of identity and access management
- technologies and architectures
- AAF services.



Key skills and capabilities activities for 2020 include:

- Deliver industry events:
 - Inaugural Identity and Access Management conference
 - Annual ORCID Forum
 - ORCID Community Call program
- Deliver a training program on ORCID persistent identifiers in conjunction with the ARDC skills development program
- Participate in the CAUDIT Identity and Access Management Community of Practice
- Deliver bespoke professional services to support subscriber needs.

Developing AAF staff:

- Staff engaged nationally and internationally at relevant industry events (eResearch Australasia, QuestNet, TechEX, TNC, ARMS, PIDapalooza, Research Data Alliance, hackathons)
- Mentoring and leadership training.

2. Activities for 2020

2.3 Strengthening Foundational Services

Continuing to strengthen foundational services is critical to ensure ongoing quality of service, value and relevance to AAF subscribers and partners.

Key activities to strengthen AAF's foundational services in 2020 include:



STRENGTHEN

International connectivity identified in the 2016 eResearch Infrastructure Roadmap as a capability that needs to be advanced by the AAF:

- Support the current eduGAIN deployment
- Focus on achieving NCRIS funding to undertake a national rollout of eduGAIN
- Focus on achieving NCRIS funding to advance system automation to support eduGAIN.

Platform innovation to ensure AAF foundational services are aligned with industry trends and the evolving needs of the sector:

- Develop a roadmap that aligns with funding opportunities in the sector
- Sustain the Rapid IdP managed service
- Refresh of AAF Federation Registry.

Build upon the maturity of AAF's cyber security capability:

- Area 1: Staff training and awareness to reduce the risk of a cyber event
- Area 2: Infrastructure hardening to ensure AAF systems are operating at a best practice level
- Area 3: Utilisation of external partners to provide an enhanced security capability to respond to the diverse technical, policy, legislative and business requirements
- Undertake activities in line with the Cyber Security roadmap.

AAF's recognition as leading National Research Infrastructure (NRI) is critical to achieving impact for Australian teaching, learning and research.

Key activities for a dedicated focus on leading innovation for the AAF in 2020 includes:



INNOVATION

Innovating the AAF to deliver the next generation of technologies as new technical standards, technical blueprints and research infrastructures are architected and developed:

- Engage a consultant to develop an identity and access management innovation roadmap for eResearch that aligns with the NCRIS agenda.

Exploring new opportunities:

- Work with ARDC and other capabilities to scope activities to advance AAF's multi-protocol platform, OpenID Connect
- Work with ARDC and ORCID to scope activities to advance the persistent identifier agenda for Australia
- Work with ORCID to pilot a new service for supporting small organisations usage of ORCID through the Australian Consortium.

Shaping reference architectures:

- Collaborate with the CAUDIT Enterprise Architecture group to ensure AAF is part of reference architecture.

2. Activities for 2020

2.5 Diversify Through Value-Added Services

Continuing to diversify operations through value-added services will further strengthen AAF's sustainability.

Key activities to diversify through value added services in 2020 include:



DIVERSIFY

Identify and deliver new capabilities:

- Actively identify new capabilities that may address market gaps, leverage AAF's core competencies and align with the AAF mission. Develop business models and seek Board endorsement for operationalising capabilities.

Expand existing capabilities:

- Expand the delivery of the verification service - VerifID internationally through reseller agreements.

3. Support Model

The delivery of the 2020 Business Plan will be driven by the AAF Leadership Team as outlined in the organisation structure shown in Figure 1.



Figure 1: 2020 Organisational Structure

4. 2020 Fees

Federation Subscripion	Price
Enterprise Subscription 2020	
Joining Fee	\$9,617
Base Fee	\$12,840
Fee per FTE	\$5.58
Additional Identity Provider	\$16,228
Extra Service Registration Bundle	\$9,017
Team Subscription 2020	
Joining Fee	\$9,617
Base Fee	\$12,840
Fee per FTE	\$38.84
Additional Identity Provider	\$16,228
Extra Service Registration Bundle	\$9,017
Starter Federation 2020 (Small organisations) – only in conjunction with Cloud Rapid IdP Starter	
Subscription Fee	\$2,000
Publisher 2020	
Joining Fee	\$4,000
Base Price	\$1,802
Extra Service Provider Registration	\$1,802

Table 1: 2020 Subscription Fees

4. 2020 Fees

Cloud Rapid IdP Service (must be purchased in conjunction with a Federation Subscription)	Price (Higher Ed)	Price (Gov/Comm)
Cloud Rapid IdP Starter		
Technical Connection Fee	Free 2020	
Annual Fee (no directory connection, no Service Provider connection)	\$2,000	
Annual Fee (directory connection – CRC/MRI)	\$8,000	
Cloud Rapid IdP Enterprise	Education & Research 30% discount	Government and Commercial
Technical Connection Fee	Free 2020	Free 2020
200 to 1,500 FTE	\$15,000	\$19,500
1,501 to 2,200 FTE	\$25,000	\$32,500
>2,200 FTE	\$39,000	\$50,700

Table 2: 2020 Cloud Rapid IdP Service fees

Verification Services - VerifID	
VerifID	
Verification Fees	Price on application
VerifID Reseller	Price on application

Table 3: 2020 Verification Services Fees

5. Operating Budget


Operating Budget	
Retained Earnings	
Forecast Retained Earnings as at 1 January	\$870,910
Income	
<i>Core Federation Services Income</i>	
Subscription (existing subscribers)	\$1,554,319
Forecast Professional Services	\$40,000
Forecast Interest	\$19,500
<i>ORCID Consortium Services Income</i>	
ORCID Consortium Leader Fee Income (existing Members)	\$363,465
ORCID Consortium Member Licence Fee Income	\$200,000
<i>Managed Services Income</i>	
Subscriptions – RapidIdP	\$127,100
Project Services – RapidIdP	\$450,000
Forecast VerifID	\$205,593
<i>Project Services Income</i>	
Forecast Project	\$144,485
Total Income	\$3,104,462
Total Income + Retained Earnings	\$3,975,372
Expenses	
<i>Operating</i>	
Core Federation Services Expenses	\$1,731,948
ORCID Consortium Services Expenses	\$548,087
Managed Services Expenses	\$760,025
Project Services Expenses	\$144,485
Total Expenses	\$3,184,545
Total income – Total Expenses	-\$80,083
Retained Earnings as at 31 December²	\$790,827

Table 4: 2020 Operational Budget

2. AAF Retained Earnings are maintained at a level to meet all its financial obligations.

6. Risk Management

The AAF maintains an ongoing evaluation of its risk profile via the AAF Ltd. Risk Management Register which covers the following risk categories:

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- **Human capital management:** Personnel with required skill and knowledge are available to perform the work required to meet AAF's operational and strategic goals
 - **Financial management:** Finances are prudently managed within the scope of the approved budget
 - **Business and service continuity:** Infrastructure and systems operate reliably, and best practice cyber security is in place. Systems can be recovered consistent with business continuity requirements. Incidents are effectively managed and changes to services are implemented with minimal or no disruption
 - **Governance:** AAF Ltd operations are effectively governed through the Board of Directors
 - **Workplace Health and Safety:** Activities are conducted in a safe environment which minimises any health and safety impacts to employees
 - **Compliance:** Legislative requirements are met
 - **Remaining relevant and subscriber retention:** Products and services remain relevant and members continue to see value
 - **Reputation:** Reputation is maintained such that AAF is viewed as trustworthy, innovative and a leading service provider with higher education, research, government and other key stakeholders.

Risks identified that are associated with the introduction of the new capabilities and services in 2020 have been incorporated into the overall risk profile for AAF Ltd. These risks are managed by the Chief Executive Officer and the AAF Board.