



**AUSTRALIAN**  
ACCESS FEDERATION

Experts in  
Trust & Identity

# 2024 Annual Plan

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# Our strategic goals

## Our Goal

We are **transforming** Australia's research, teaching and learning communities by delivering **innovative solutions** that **provide secure access** to **high-value digital resources and infrastructure**.

## Our Guiding Principles

Our trust and identity solutions are **co-designed** by a **nationally engaged expert team** using **international best practice**. Our services are underpinned by **sustainable** business operations.



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**Deliver  
innovative  
solutions**



**Build and  
maintain a  
culture of  
excellence**



**Deliver  
outstanding  
customer  
value**



**Enhance  
operational  
excellence**



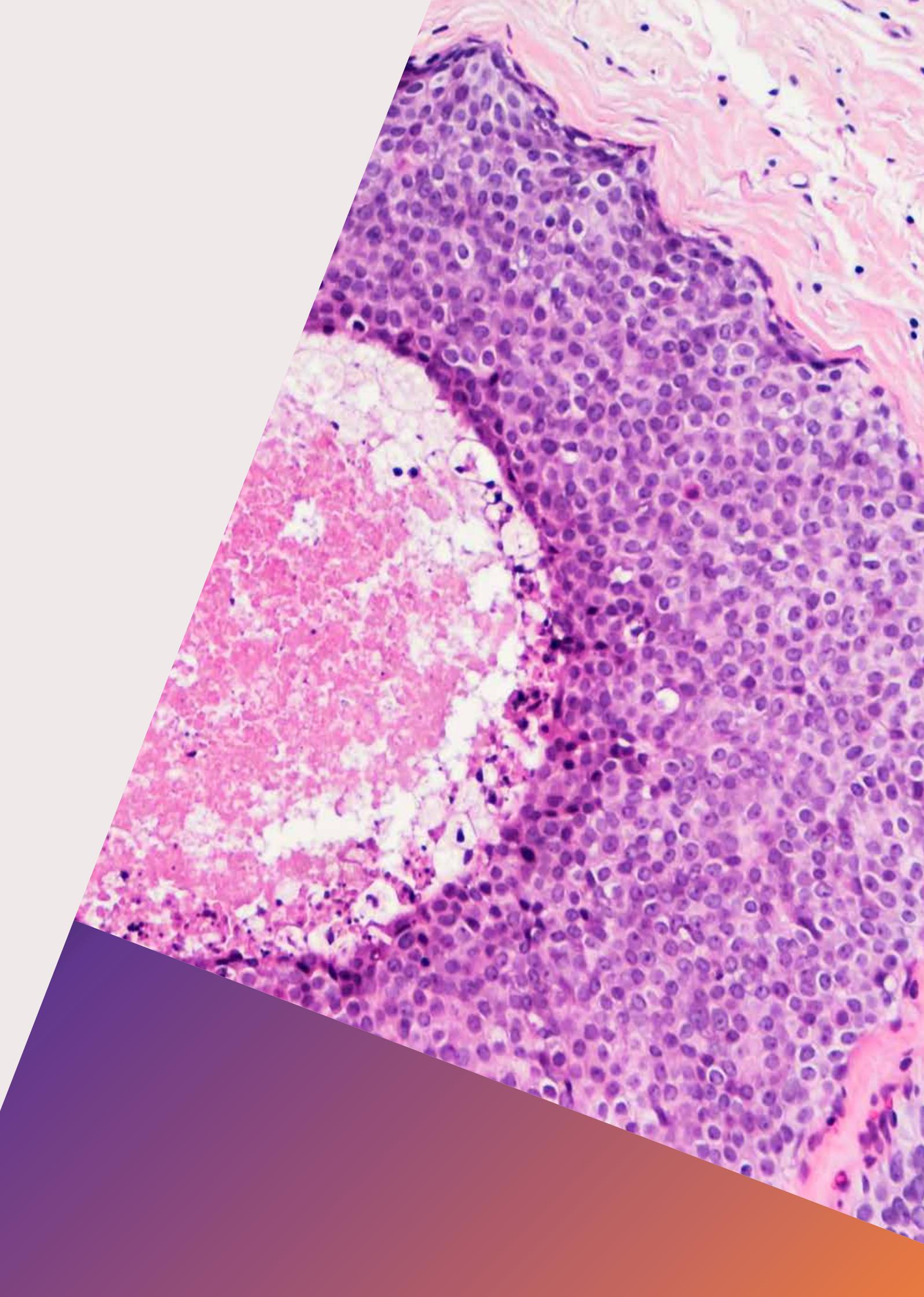
We're partnering with  
the National Imaging  
Facility (NIF).

# Deliver innovative solutions

Major activities	2024 focus
<p><b>Drive the system-wide adoption of Trust and Identity within the NCRIS community</b></p> <p><b>Deliver the National PIDs Strategy in partnership with key contributors</b></p> <p><b>Develop new solutions and products that support our stakeholder's emerging Trust and Identity needs</b></p> <p><b>Implement Trust and Identity policy and technology aligned with international standards</b></p> <p><b>Lead and influence the national and international agenda for Trust and Identity</b></p>	<ul style="list-style-type: none"><li>• Establish the Trust and Identity NDRI capability to enable a more seamless and secure research infrastructure</li><hr/><li>• Continue to build our relationships with all NCRIS facilities and key research domains</li><hr/><li>• Contribute to the National PIDs Strategy and Roadmap and identify new service opportunities</li><hr/><li>• Conduct focus groups and other stakeholder engagements to promote services and gather feedback</li><hr/><li>• Launch the trust and identity policy toolkit for NCRIS</li><hr/><li>• Actively lead and or participate in working groups, calls for feedback and events that enhance trust and identity nationally and internationally.</li><hr/><li>• Develop a plan to take advantage of Digital Identity opportunities</li><hr/></ul>

# Deliver outstanding customer value

Major activities	2024 focus
<p><b>Co-design Trust and Identity solutions with partners</b></p> <p><b>Continuously improve service and support delivery</b></p> <p><b>Promote AAF services and capabilities to stakeholders</b></p> <p><b>Increase the reach of AAF's services to all Australian researchers (government, industry, and citizen scientists)</b></p>	<ul style="list-style-type: none"><li>• Support existing NCRIS partner projects (i.e. BioCommons, CADRE, LDaCA) to identify their trust and identity needs and co-design and implement solutions to meet these needs</li><hr/><li>• Work with partners to identify trust and identity use cases and create new products/services where viable market opportunities match AAF's goals and expertise</li><hr/><li>• Re-engineer systems and infrastructure to meet availability targets which will be published by June 2024.</li><hr/><li>• Review processes and embed the use of the customer relationship system across the customer lifecycle</li><hr/><li>• Review and test Disaster Recovery and Incident Management plans and build upon plans where required</li><hr/><li>• Deliver an annual program of communication and engagement</li><hr/><li>• Expand federation services available to Australian users by connecting relevant teaching learning and research services from eduGAIN</li><hr/></ul>





# Build and maintain a culture of excellence

Major activities	2024 focus
<p><b>Nurture a collaborative and cohesive national team that is committed to excellence</b></p> <p><b>Recruit and retain the best people</b></p> <p><b>Encourage and support staff to improve their skills and develop in new areas of value to the AAF</b></p> <p><b>Effectively manage organisational change to support the achievement of the AAF's strategy</b></p>	<ul style="list-style-type: none"><li>• Evaluate, select and implement an instrument to establish a baseline for organisational health</li><hr/><li>• Run two all-staff development activities to strengthen the culture of excellence across our distributed workforce</li><hr/><li>• Ensure mechanisms are in place to recruit through preferred channels that attract talented staff aligned with our values and culture</li><hr/><li>• Ensure all staff have performance and development plans in place (by April) that are aligned with our Strategic Plan and Annual Plan</li><hr/><li>• Ensure mechanisms are in place to plan and manage organisational change</li><hr/></ul>

# Enhance operational excellence

Major activities	2024 focus
<p><b>Improve processes and implement tools to support business growth</b></p> <p><b>Continue to mature the AAF's cyber security posture</b></p> <p><b>Ensure the AAF remains financially sustainable</b></p> <p><b>Grow and diversify funding sources</b></p>	<ul style="list-style-type: none"><li>• Complete the 'operational underpinnings' work of our Digital Pathways project</li><hr/><li>• Undertake internal activities to support a 'product mindset'</li><hr/><li>• Define and implement initial business intelligence dashboards and reports to support customer engagement and reporting</li><hr/><li>• Implement all of the tools identified in the 2024 budget to improve AAF's cyber security posture</li><hr/><li>• Formalise security governance meetings and document remaining processes necessary for ISO 27001</li><hr/><li>• Ensure critical financial decisions maintain financial sustainability</li><hr/></ul>





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