



AUSTRALIAN
ACCESS FEDERATION

Experts in
Trust & Identity

2026 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.



AUSTRALIAN
ACCESS FEDERATION

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OUR STRATEGIC PILLARS



**Deliver
innovative
solutions**



**Build and
maintain a
culture of
excellence**



**Deliver
outstanding
customer
value**



**Enhance
operational
excellence**



Deliver innovative solutions

Major activities	2026 focus
<p>Drive the system-wide adoption of Trust and Identity within the NCRIS community</p> <p>Deliver the National PIDs Strategy in partnership with key contributors</p> <p>Develop new solutions and products that support our stakeholder's emerging Trust and Identity needs and are responsive to global, technological and societal shifts (e.g. AI)</p> <p>Implement Trust and Identity policy and technology aligned with international standards</p> <p>Lead and influence the national and international agenda for Trust and Identity</p>	<p>Expand AAF's market coverage and adapt products to support emerging research stakeholder needs</p> <hr/> <p>Measures of success:</p> <ol style="list-style-type: none">1. Products and services to support stakeholder requirements such as identity assurance, verifiable credentials and non-human identities. <hr/> <ol style="list-style-type: none">2. A more connected and secure NCRIS environment through the wide-spread adoption of the Trust and Identity Framework across NCRIS Capabilities. <hr/> <ol style="list-style-type: none">3. A Trust Framework aligned to the needs of the open education system. <hr/> <ol style="list-style-type: none">4. The Pathfinder Project is transitioned to the Capability Roadmap, communicating a clear vision and direction for Trust and Identity. <hr/>

Deliver outstanding customer value

Major activities	2026 focus
<p>Co-design Trust and Identity solutions with partners</p> <p>Continuously improve service and support delivery</p> <p>Promote AAF services and capabilities to stakeholders</p> <p>Increase the reach of AAF's services to all Australian researchers (government, industry, and citizen scientists) particularly in underrepresented segments</p>	<p>AAF strengthens its position as a trusted sector partner</p> <hr/> <p>Measures of success:</p> <ol style="list-style-type: none">1. All NCRIS partner projects are delivered on time and budget. <hr/> <ol style="list-style-type: none">2. An increase in the number of small research organisations connected to the AAF. <hr/> <ol style="list-style-type: none">3. Subscribers report a positive sentiment towards AAF's value. <hr/> <ol style="list-style-type: none">4. Raised awareness of the Service Catalogue amongst Australian researchers. <hr/>



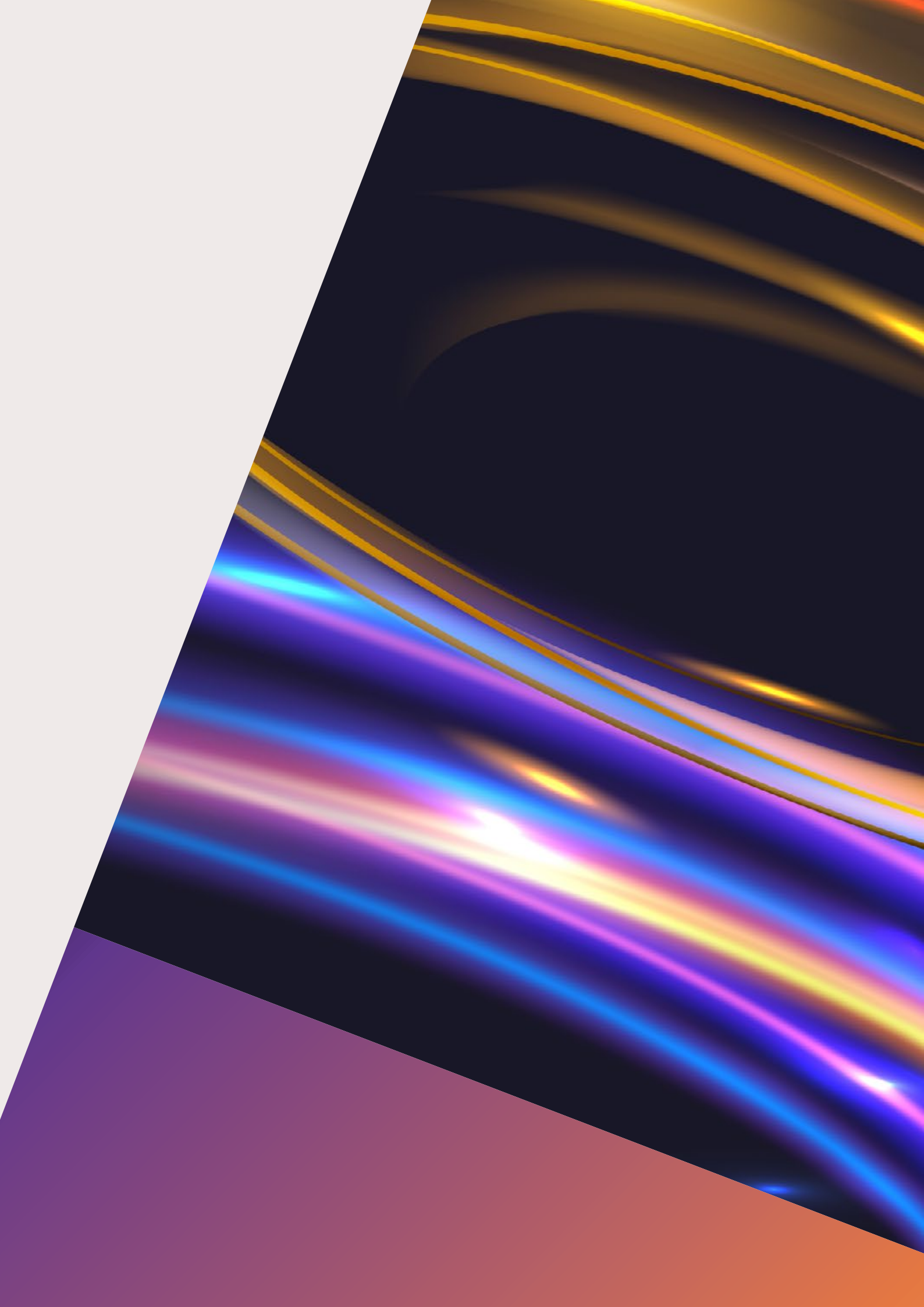


Build and maintain a culture of excellence

Major activities	2026 focus
<p>Nurture a collaborative and cohesive national team that is committed to excellence</p> <p>Recruit and retain the best people</p> <p>Encourage and support staff to enhance their skills and develop in new areas of value to the AAF</p> <p>Effectively sustain organisational change to support the achievement of the AAF's strategy</p>	<p>A high performance culture and environment enabled through shared goals, clear direction and company values.</p> <hr/> <p>Measures of success:</p> <ol style="list-style-type: none">1. The top 3 priority areas from the staff engagement survey show improvement from the 2024 baseline. <hr/> <ol style="list-style-type: none">2. Staff capabilities enhanced by continuous professional development <hr/> <ol style="list-style-type: none">3. Positive staff sentiment on how well organisational changes are managed, sustained and how feedback improves subsequent change processes. <hr/> <ol style="list-style-type: none">4. Staff engagement and positive sentiment for intra-organisational collaboration <hr/>

Enhance operational excellence

Major activities	2026 focus
<p>Improve processes and implement tools to support business growth</p> <p>Enhance operational efficiency through AI</p> <p>Continue to mature the AAF's cybersecurity posture</p> <p>Ensure the AAF remains financially sustainable</p> <p>Grow and diversify funding sources</p>	<p>Build capacity and resilience to support a growing organisation</p> <hr/> <p>Measures of success:</p> <ol style="list-style-type: none">1. Processes and reporting are consistent across external and internal projects through the Project Management Office.2. Dashboards and consistent periodic reporting are in place that streamline annual report production, customer roadshows, and Board reporting.3. Improved productivity through the adoption of targeted AI tools.4. First stage of ISO-27001 roadmap compliance complete.5. Fit for purpose People and Culture policies and procedures.6. Fit for purpose cybersecurity policies, incident response framework and processes.





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