BUSINESS PLAN
AUSTRALIAN ACCESS FEDERATION 2022

AUSTRALIAN ACCESS FEDERATION IN 2022

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 Global resellers	Easy to deal with, high quality of service
Industry	Knowledge sharing and innovation

VISION

Our vision is to lead access management for Australian education, research, government and industry.

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

MISSION

INNOVATION MODEL

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-invesment (government, other eResearch groups,individual subscribers, industry etc.).

OPERATING MODEL

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, members and resellers grow their capabilities and achieve efficiency.

1. AUSTRALIAN ACCESS FEDERATION IN 2022

OUR SERVICES & PRODUCTS

FEDERATION

Australia's national authentication service for research and education. The Federation is a globally connected service consisting of a trust framework of policy and technology and SaaS solution. 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 instruments, administrative systems, scholarly, teaching, learning and research resources across multiple national and international organisational boundaries.
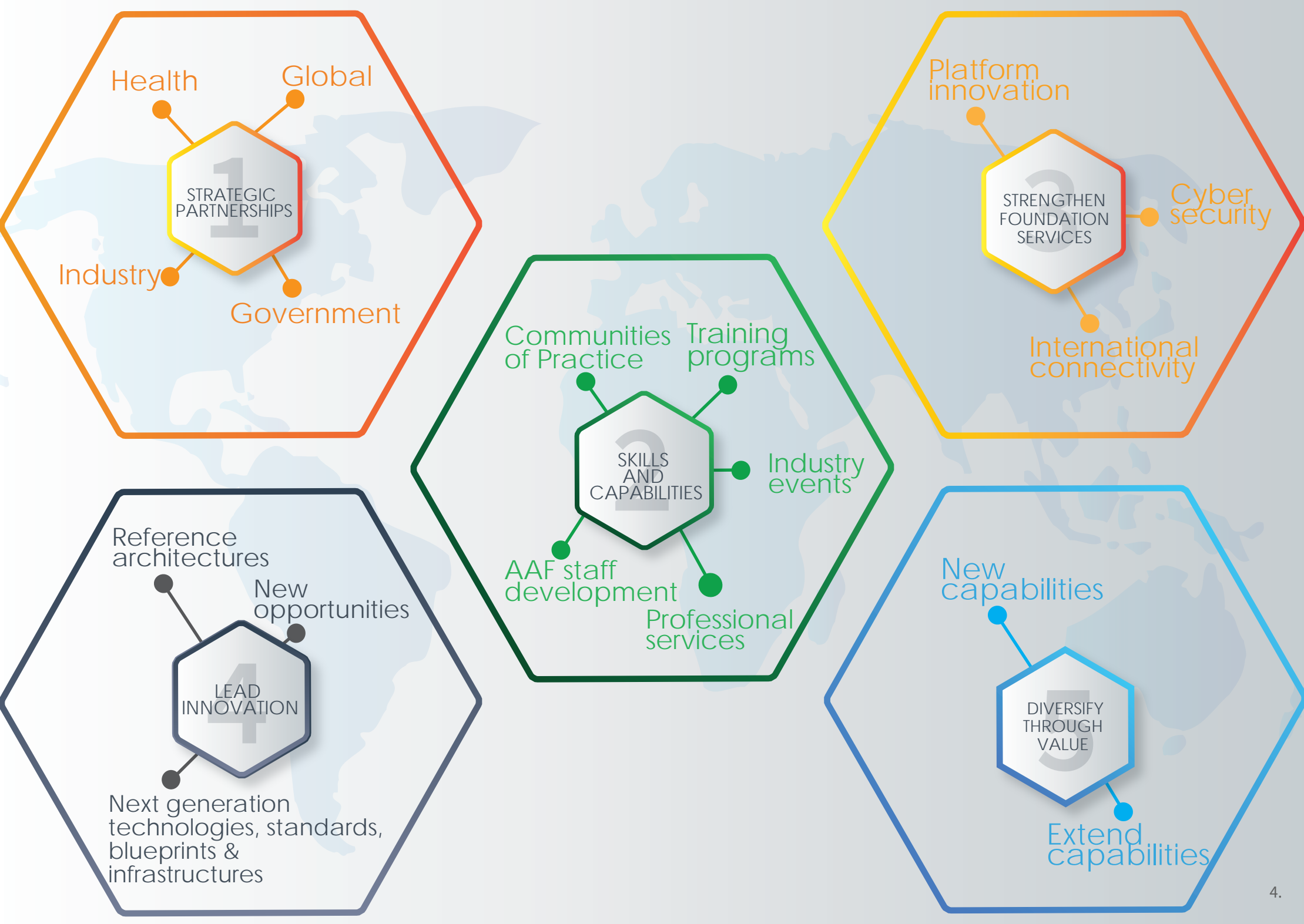
ORCID CONSORTIUM

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

VERIFID GLOBAL

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

CONSULTING AND TRAINING

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

1 — STRATEGIC PARTNERSHIPS
- Health
- Global
- Industry
- Government

2 — SKILLS AND CAPABILITIES
- Communities of Practice
- Training programs
- Industry events
- Professional services
- AAF staff development

3 — STRENGTHEN FOUNDATION SERVICES
- Platform innovation
- Cyber security
- International connectivity

4 — LEAD INNOVATION
- Reference architectures
- New opportunities
- Next generation technologies, standards, blueprints & infrastructures

5 — DIVERSIFY THROUGH VALUE
- New capabilities
- Extend capabilities

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.

GOVERNMENT

- Progressing partnerships with federal and state government programs and agencies:
    - National Collaborative Research Infrastructures (NCRIS):
        - Support the 2021 eResearch Infrastructure Roadmap
        - Work closely with the NCRIS community on the *Making the Case: a NCRIS Trust and Identity Capability* strategy (ncris.aaf.edu.au)
            - Seek funding for a trust and identity accelerator and incubator pathfinder program
        - Work closely with and seek funding to support:
            - BioPlatforms Australia (BPA) and the BioCommons
            - Australian Research Data Commons (ARDC)
            - HPC facilities in advancing authentication agendas
    - Actively participate in the Digital and Data eResearch Platforms group (DDeRP) (eReserarch Infrastructure Roadmap)
    - Digital transformation Agency (Government Trusted Digital Identity Framework - TDIF)
    - Office of the National Data Comissioner & Prime Minister and Cabinet (Data Availability Transperancy Bill).

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
    - Australasian Higher Education Cybersecurity Service (AHECS)
    - Commercial organisations identified by the AAF Leadership Team throughout 2022
    - Commercial Digital Identity initiatives.

SUBSCRIBERS

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

GLOBAL

Global partnerships to support research infrastructures:
- Progress international Access and Authentication for Research Collaboration (AARC) blueprint architectures through a trust and identity pathfinder program.

Global partnerships to expand VerifID:
- Activities in collaboration with Jisc.

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
- Provide support to the project iFIREXMan (extension for managed application network) (European Commission funded project to Increase Federated Identity, Roaming e-infrastructure in Asia Pacific)
- Support and participate in the international ORCID Consortia Interest Group.

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. 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.

SKILLS

Key skills and capabilities activities for 2022 include:

- Deliver industry events with partners:
    - Identity and Access Management sector initiatives
    - Annual ORCID program
    - ORCID Community Call program
- Participate in the DDeRP Skills Working Group
- Participate in the CAUDIT Identity and Access Management Community of Practice
- Deliver bespoke professional services to support subscriber needs.

- Developing AAF staff:
    - Workforce Planning
    - Staff engaged nationally and internationally at relevant industry events (eResearch Australasia, QuestNet, TechEX, TNC, ARMS, PIDapalooza, Research Data Alliance, National Information Standards Organisation - NISO)
    - Mentoring and leadership training
    - Dev/Sec/Ops Training.

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

STRENGTHEN

International connectivity :
- Rapidly increasing the number of services and international connections through:
    - Providing access to international (eduGAIN) connected teaching, learning and research services
- Advancing federation core tooling to support system automation of 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
- Develop a five year Roadmap for the Rapid IdP Service
    - Operate the Rapid IdP managed service
- Advancement of federation core tooling in-line with planned priorities
- Commence the Data Analytics project (data analytics, business intelligence and system utilisation reporting).

Continue development 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
- Area 4: Information Security Management System (ISMS) process implementation.

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

INNOVATION

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

- Continue AAF's agenda with its *Trust and Identity NCRIS Making the Case*.

Exploring new opportunities:

- Work with DDeRP and other NCRIS capabilities to scope activities to advance AAF's technologies
- Work with ARDC and ORCID to scope activities to advance the persistent identifier agenda for Australia
- Work with ORCID and undertake a market analysis to develop a business model to deliver the ORCID Member Portal.

Trust and Identity pathfinder accelerator and incubator (subject to funding):

- An accelerator will:
    - create an Australian trust and identity framework for Australian research
    - undertake advocacy and engagement with NCRIS and the research sector
    - develop a cybersecurity action plan
    - build the necessary skills for trust and identity in a research context
    - bring together reusable software solutions and tools
- An incubator will:
    - provide access to incubator resources for research capabilities to adopt the framework.

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

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.

Digital Identity Strategy:

- Develop an understanding of Digital Identity legislation, frameworks and business opportunities.

3. Support Model

The delivery of the 2022 Business Plan will be driven by the AAF Leadership Team as outlined in the organisation structure shown in Figure 1.
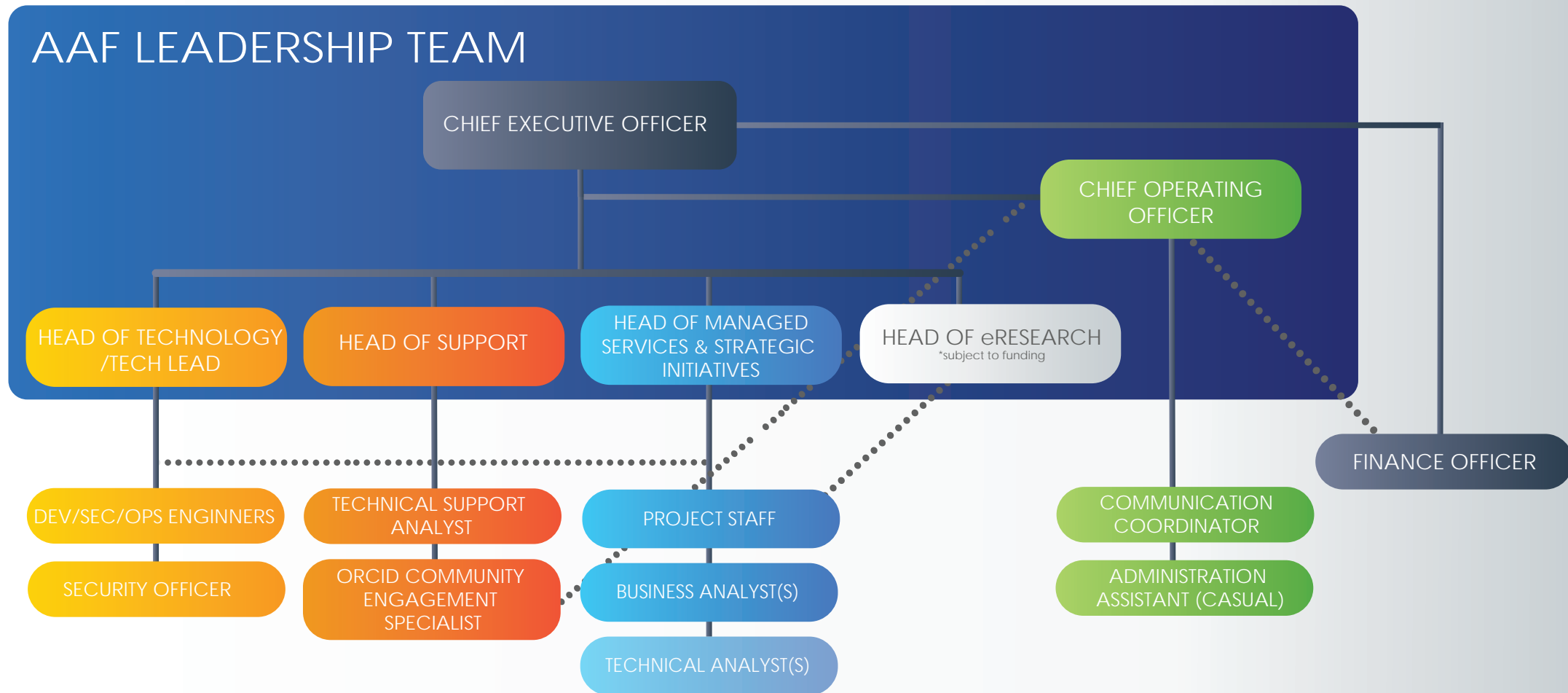
AAF LEADERSHIP TEAM

Figure 1: 2022 Organisational Structure

4. 2022 Fees

Federation Subscription	Price
Enterprise Subscription 2022	
Joining Fee	$9,617
Base Fee	$13,225
Fee per FTE	$5.75
Additional Identity Provider	$16,715
Publisher 2022	
Joining Fee	$4000
Base Price	$1856
Extra Service Provider Registration	$1856

Table 1: 2022 Subscription Fees

4. 2022 Fees

Cloud Rapid IdP Service	Price (Higher Ed)	Price (Gov/Comm)
Cloud Rapid IdP Starter		
Technical Connection Fee	Free 2022	
Annual Fee (no directory connection, Service Provider connection)	$6,000	
Annual Fee (no directory connection, no Service Provider connection)	$4,000	
Annual Fee (directory and Service Provider connection – CRC/MRI)	$10,000	
Cloud Rapid IdP Enterprise (must be purchased in conjuction with a federation subscription)	Education & Research 30% discount	Government and Commercial
Technical Connection Fee	Free 2022	Free 2022
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: 2022 Cloud Rapid IdP Service fees

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

Table 3: 2022 VerifIDGlobal Services Fees

5. Operating Budget

Operating Budget

Retained Earnings	
Forecast Retained Earnings as at 1 January	$2,072,342
Income	
Core Federation Services Income	
Subscription (existing subscribers)	$1,602,399
Forecast Professional Services	$20,000
Forecast Interest	$9,000
Forecast Other Income	-
ORCID Consortium Services Income	
ORCID Consortium Leader Fee Income (existing Members)	$383,502
ORCID Consortium Member Licence Fee Income	$198,750
Managed Services Income	
Rapid IdP - Services Income	$567,850
Forecast VerifID Global	$236,238
Project Services Income	
Forecast Project	$676,981
Total Income	$3,694,720
Total Income + Retained Earnings	$5,767,062
Expenses	
Operating	
Core Federation Services Expenses	$1,918,849
Innovation	$229,625
ORCID Consortium Services Expenses	$541,134
Managed Services Expenses	$589,764
Project Services Expenses	$676,981
Total Expenses	$3,956,353
Total income – Total Expenses [1]	-$261,633
Retained Earnings as at 31 December	$1,810,709

Table 4: 2022 Operational Budget

1. 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:

RISK

- **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. 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
- **Cyber Security**: Appropriate Cyber Security is in place.

Risks identified that are associated with the introduction of the new capabilities and services in 2022 have been incorporated into the overall risk profile for AAF Ltd. These risks are managed by the Chief Executive Officer and the AAF Board.