AUSTRALIAN
ACCESS FEDERATION

Experts in
Trust & Identity

2024–2027
Strategic Plan

Contents

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

Experts in Trust & Identity

OUR GOALS

Delivering innovative technology solutions

Providing secure access to high-value digital resources and infrastructure

OUR GUIDING PRINCIPLES

Co-designed

Nationally engaged

Expert team

International best practice

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

AAF Strategic Plan 2024–2027

Our value proposition

For the Australian Government

We are federally funded to **deliver innovative solutions** that **provide secure access** to **high-value digital resources and infrastructure**.

These solutions provide a system-wide approach to Trust and Identity for the National Collaborative Research Infrastructure Strategy (NCRIS) and their communities.

With a focus on researchers, we are delivering national research infrastructure that builds security, global connectivity, scientific advancement and translation.

For subscribers and members

We are funded by our subscribers and members to **deliver innovative solutions** that **provide secure access** to **high-value digital resources** for educators, students and researchers.

We deliver our services through a cost-effective shared service model and leverage global trust and identity frameworks to enhance cyber security for our subscribers.
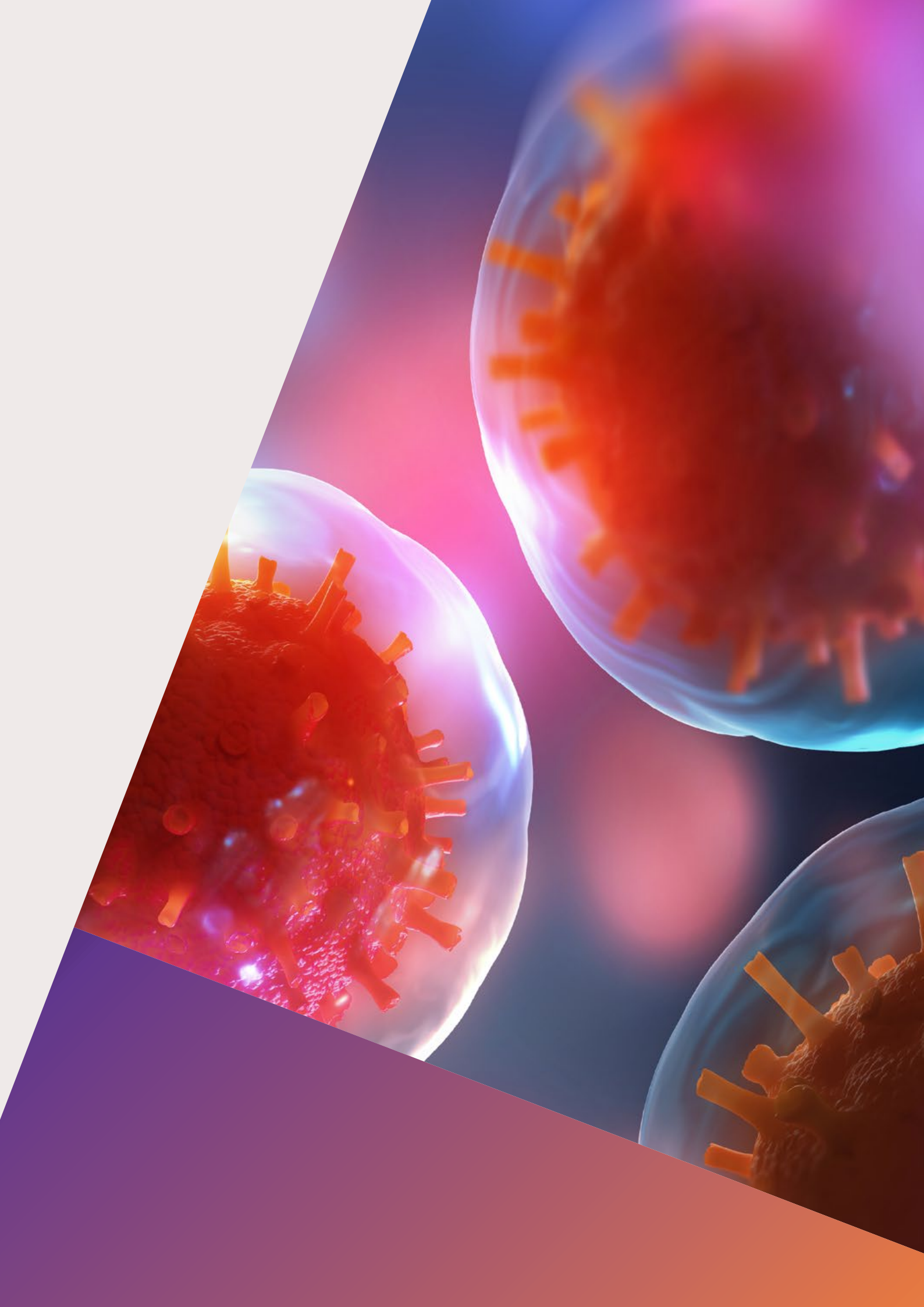
Our services:

- improve the efficiency and effectiveness of research

- enable reliable attribution of research outputs using persistent identifiers

- streamline access to learning and teaching resources.

For researchers, educators and students

We provide **seamless access** to the **online resources** that Australia's researchers, educators and students need to function as members of a **globally connected community**. By doing this we **transform the efficiency and effectiveness** of these communities at an individual, team, national and global level.

Strategy on a page

Strategy	Major activities	Key Performance Indicator
Deliver innovative solutions	• Drive the system-wide adoption of Trust and Identity within the NCRIS community • Deliver the National PIDS Strategy in partnership with key contributors • 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) • Implement Trust and Identity policy and technology aligned with international standards • Lead and influence the national and international agenda for Trust and Identity	• NCRIS funded programs of work are delivered as per the agreed project plan • The AAF makes a significant contribution to delivering the National PIDS Strategy • Stakeholders seek out the AAF's expertise to help them plan and implement integrated Trust and Identity solutions • The AAF's services are interoperable with Trust and Identity models and architectures of our key partners (REFEDs, AARC and Government) • The AAF is perceived as a global leader for Trust and Identity
Deliver outstanding customer value	• Co-design Trust and Identity solutions with partners • Continuously improve service and support delivery • Promote AAF services and capabilities to stakeholders • Increase the reach of AAF's services to all Australian researchers (government, industry, and citizen scientists) particularly in underrepresented segments	• Trust and Identity solutions better meet the needs of stakeholders • Products and services are improved through customer feedback • The number of customers and associated revenue increases • The reach and adoption of AAF's services increases • Customers rate AAF's support services highly
Build and maintain a culture of excellence	• Nurture a collaborative and cohesive national team that is committed to excellence • Recruit and retain the best people • Encourage and support staff to enhance their skills and develop in new areas of value to the AAF • Effectively sustain organisational change to support the achievement of the AAF's strategy	• Staff satisfaction shows positive change over time (e.g. culture, employee experience, professional development, new skills development and organisational change) • Staff performance and development is consistent with the AAF's core values of innovation, mastery, trust and community.
Enhance operational excellence	• Improve processes and implement tools to support business growth • Enhance operational efficiency through AI • Continue to mature the AAF's cyber security posture • Ensure the AAF remains financially sustainable • Grow and diversify funding sources	• The Digital Pathway project delivers its objectives on time and within budget. • The AAF's operations are secure by design and ISO-27001 certification is achieved • Major investment decisions are planned and based on thorough business cases • NCRIS funding is awarded in line with stakeholder needs