



**AUSTRALIAN**  
ACCESS FEDERATION

Experts in  
Trust & Identity



# 2024 - 2027 Strategic 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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## OUR GOALS



**Deliver innovative  
technology solutions**



**Provide secure  
access to high-value  
digital resources and  
infrastructure**

## OUR GUIDING PRINCIPLES



**Co-designed**



**Nationally  
engaged**



**Expert  
team**



**International  
best practice**



**Sustainable  
business  
operations**





# 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 teachers, 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 research, teachers and students

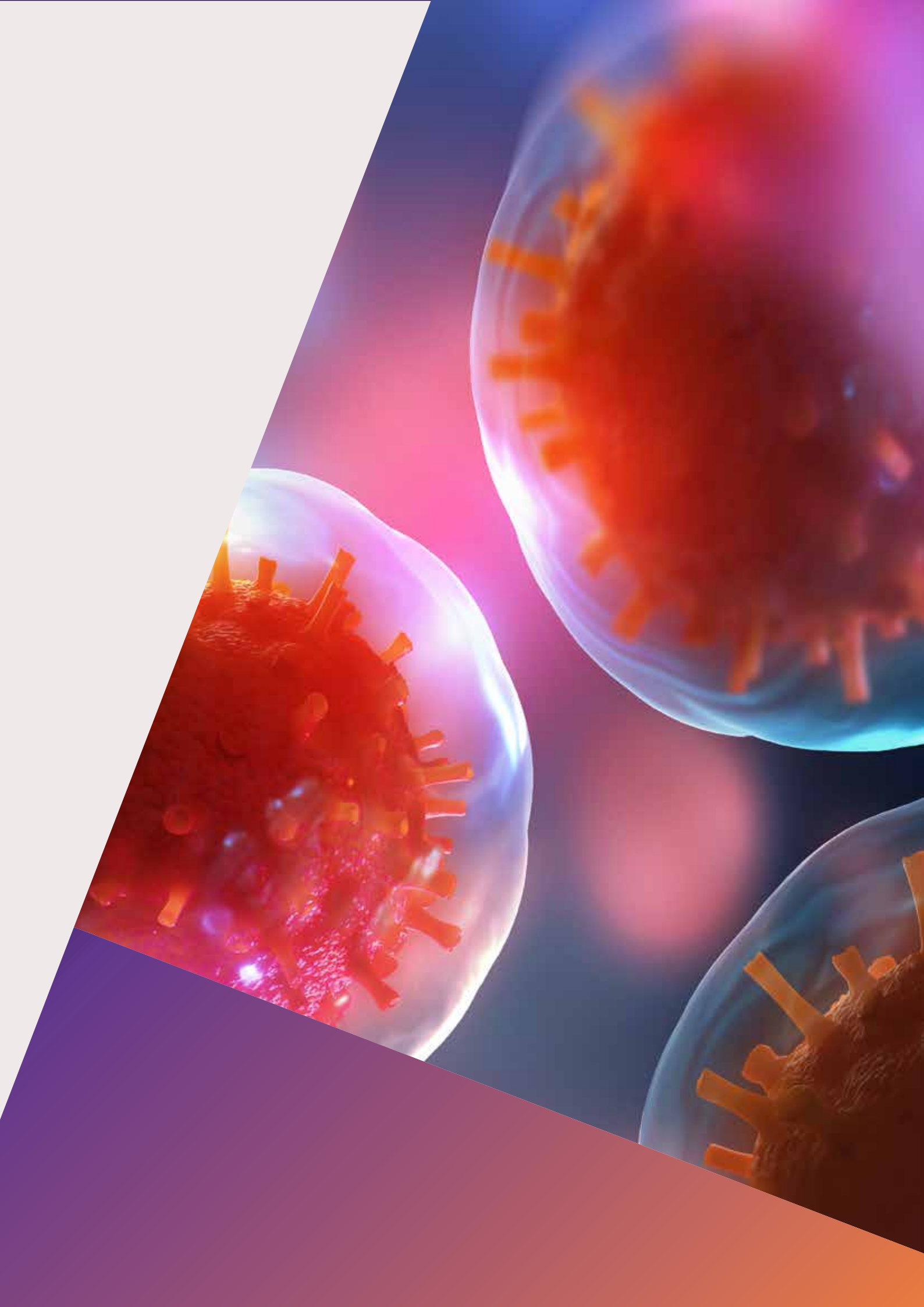
We provide **seamless access** to the **online resources** that Australia's researchers, teachers and students need to function as members of a **globally connected community**.

By doing this we **transform the efficiency and effectiveness** of these communities at an individual, team, national and global level.

# Our strategy

Strategy	Major activities	Key Performance Indicator
<b>Deliver innovative solutions</b>	<ul style="list-style-type: none"> <li>• Drive the system-wide adoption of Trust and Identity within the NCRIS community</li> <li>• Deliver the National PIDs Strategy in partnership with key contributors</li> <li>• Develop new solutions and products that support our stakeholder's emerging Trust and Identity needs</li> <li>• Implement Trust and Identity policy and technology aligned with international standards</li> <li>• Lead and influence the national and international agenda for Trust and Identity</li> </ul>	<ul style="list-style-type: none"> <li>• NCRIS funded programs of work are delivered as per the agreed project plan</li> <li>• The AAF makes a significant contribution to delivering the National PIDs Strategy</li> <li>• Stakeholders seek out the AAF's expertise to help them plan and implement integrated Trust and Identity solutions</li> <li>• The AAF's services are interoperable with Trust and Identity models and architectures of our key partners (REFEDs, AARC and Government)</li> <li>• The AAF is perceived as a global leader for Trust and Identity</li> </ul>
<b>Deliver outstanding customer value</b>	<ul style="list-style-type: none"> <li>• Co-design Trust and Identity solutions with partners</li> <li>• Continuously improve service and support delivery</li> <li>• Promote AAF services and capabilities to stakeholders</li> <li>• Increase the reach of AAF's services to all Australian researchers (government, industry, and citizen scientists)</li> </ul>	<ul style="list-style-type: none"> <li>• Trust and Identity solutions better meet the needs of stakeholders</li> <li>• Products and services are improved through customer feedback</li> <li>• The number of customers and associated revenue increases</li> <li>• The reach and adoption of AAF's services increases</li> <li>• Customers rate AAF's support services highly</li> </ul>
<b>Build and maintain a culture of excellence</b>	<ul style="list-style-type: none"> <li>• Nurture a collaborative and cohesive national team that is committed to excellence</li> <li>• Recruit and retain the best people</li> <li>• Encourage and support staff to improve their skills and develop in new areas of value to the AAF</li> <li>• Effectively manage organisational change to support the achievement of the AAF's strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Staff satisfaction shows positive change over time (e.g. culture, employee experience, professional development, new skills development and organisational change)</li> <li>• Staff performance and development is consistent with the AAF's core values of innovation, mastery, trust and community</li> </ul>
<b>Enhance operational excellence</b>	<ul style="list-style-type: none"> <li>• Improve processes and implement tools to support business growth</li> <li>• Continue to mature the AAF's cyber security posture</li> <li>• Ensure the AAF remains financially sustainable</li> <li>• Grow and diversify funding sources</li> </ul>	<ul style="list-style-type: none"> <li>• The Digital Pathway project delivers its objectives on time and within budget.</li> <li>• The AAF's operations are secure by design and ISO-27001 certification is achieved</li> <li>• Major investment decisions are planned and based on thorough business cases</li> <li>• NCRIS funding is awarded in line with stakeholder needs</li> </ul>







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**[aaf.edu.au](http://aaf.edu.au)**



**Enabled by NCRIS**

Australian Access Federation receives funding from the Australian Government through the National Collaborative Research Infrastructure Strategy (NCRIS).

Publication correct at time of printing 25 October 2023.