

BUSINESS PLAN

AUSTRALIAN ACCESS FEDERATION 2021



AUSTRALIAN ACCESS FEDERATION IN 2021

Stakeholders

Subscribers / ORCID Members

End Users

Government / NCRIS Facilities

**Other Federations /
ORCID Consortium Operators**

VerifID Global resellers

Present/potential value from the AAF

Sustainable operations focused on achievement of agreed AAF objectives

Seamless access to services and resources

Support for the Australian eResearch agenda

Easy to deal with, compatible technologies and practices that leverage international standards and trends

Easy to deal with, high quality of service

VISION

Our **vision** is to lead access management for Australian education and research.

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-investment (government, other eResearch groups, individual subscribers, 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 and resellers grow their capabilities and achieve efficiency.

1. AUSTRALIAN ACCESS FEDERATION IN 2021

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, 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 instrumentation, 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 Consortium delivers significant cost savings to the sector, through reduced ORCID licence fees and localised support. The Consortium enables the uptake of a unique persistent identifier for every researcher in Australia.



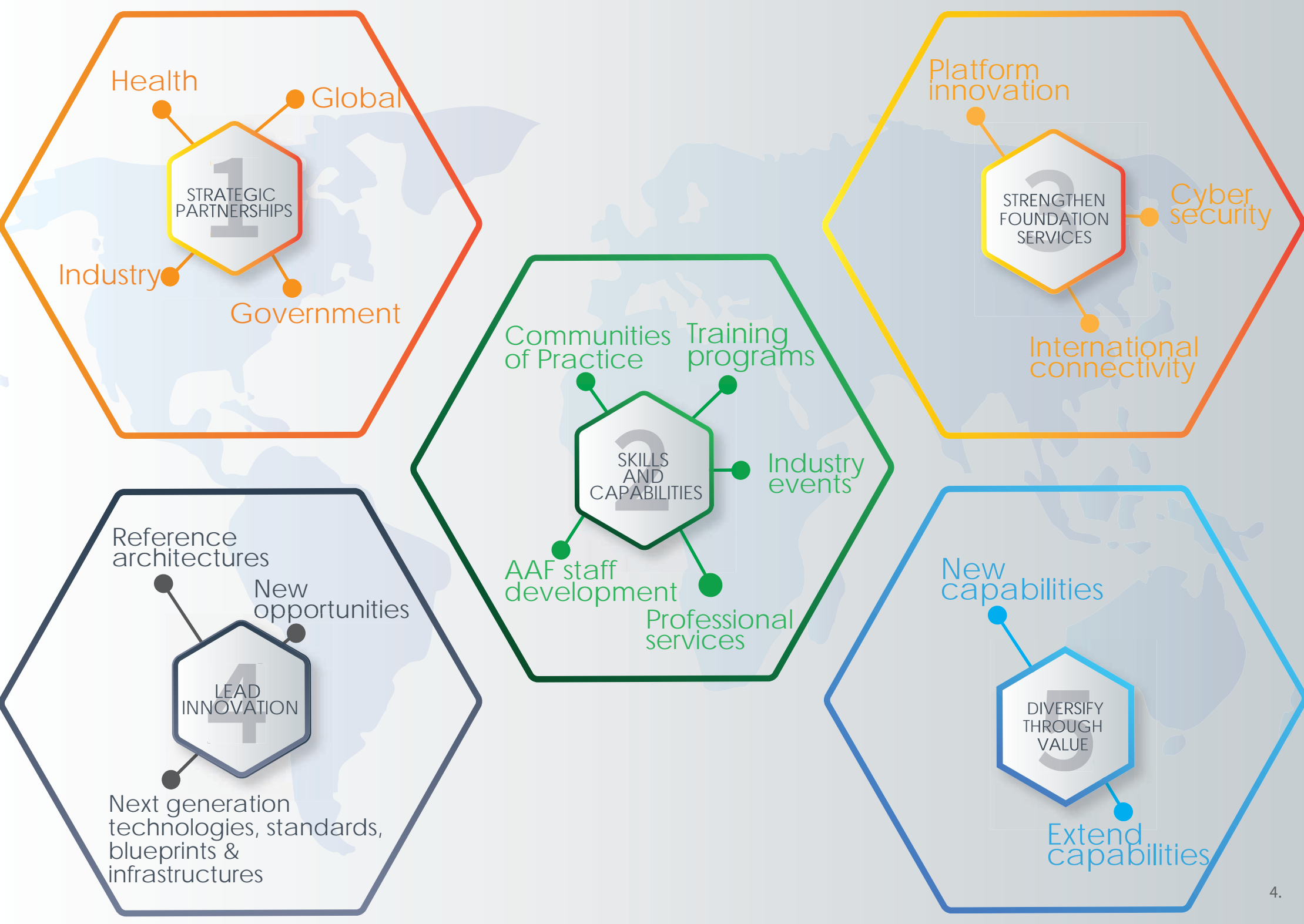
CONSULTING AND TRAINING

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



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.



1
STRATEGIC
PARTNERSHIPS

Health

Global

Industry

Government

2
SKILLS
AND
CAPABILITIES

Communities
of Practice

Training
programs

Industry
events

AAF staff
development

Professional
services

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

2. Activities for 2021

2.1 Strategic Partnerships

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.

Key strategic partnership activities for 2021 include:



- Progressing partnerships with federal and state government programs and agencies:
 - National Collaborative Research Infrastructures (NCRIS):
 - Participate in the 2021 eResearch Infrastructure Roadmap process
 - 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 their authentication agendas
 - Actively participate in the Digital and Data eResearch Platforms group (DDeRP) (eResearch Infrastructure Roadmap).



- 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 2021.



- 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.

2. Activities for 2021

2.1 Strategic Partnerships



Global partnerships to support research infrastructures:

- Progress international Access and Authentication for Research Collaboration (AARC) blueprint architectures through a trust and identity pathfinder program (subject to funding).

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
- As the lead agent, manage the delivery of project iFIRE (European Commission funded project to Increase Federated Identity, Roaming e-infrastructure in Asia Pacific)
- Support and participate in the international ORCID Consortia Council.

2. Activities for 2021

2.2 Skills and Capabilities

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 to continue to meet the evolving nature of the technologies, future policies and processes. 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.



Key skills and capabilities activities for 2021 include:

- Deliver industry events with partners:
 - Annual Identity and Access Management
 - Annual ORCID program
 - ORCID Community Call program
- Undertake focus groups in conjunction with the ARDC to understand user needs for future skills development
- Participate in the CAUDIT Identity and Access Management Community of Practice
- Deliver bespoke professional services to support subscriber needs.
- Developing AAF staff:
 - Staff engaged nationally and internationally at relevant industry events (eResearch Australasia, QuestNet, TechEX, TNC, ARMS, PIDapalooza, Research Data Alliance, hackathons)
 - Mentoring and leadership training.

2. Activities for 2021

2.3 Strengthening Foundational Services

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

Key activities to strengthen AAF's foundational services in 2021 include:



STRENGTHEN

International connectivity identified in the 2016 eResearch Infrastructure Roadmap as a capability that needs to be advanced by the AAF:

- 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
- Operate the Rapid IdP managed service (with a focus on attracting MRI's)
- Advancement of federation core tooling in-line with planned priorities (including business analytics).

Build upon the maturity 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
- Undertake activities in line with the Cyber Security roadmap.

2. Activities for 2021

2.4 Leading Innovation

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

Key activities for a dedicated focus on leading innovation for the AAF in 2021 includes:



INNOVATION

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

- Engage a consultant to support AAF with its *Trust and Identity NCRIS Making the Case* agenda.

Exploring new opportunities:

- Work with ARDC 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 to develop a model for delivery of the ORCID Member Portal
(a new service for current members and small organisations to increase value and reach a broader market).

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.

2. Activities for 2021

2.5 Diversify Through Value-Added Services

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

Key activities to diversify through value added services in 2021 include:



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 - VerifID internationally through reseller agreements.

3. Support Model

The delivery of the 2021 Business Plan will be driven by the AAF Leadership Team as outlined in the organisation structure shown in Figure 1.

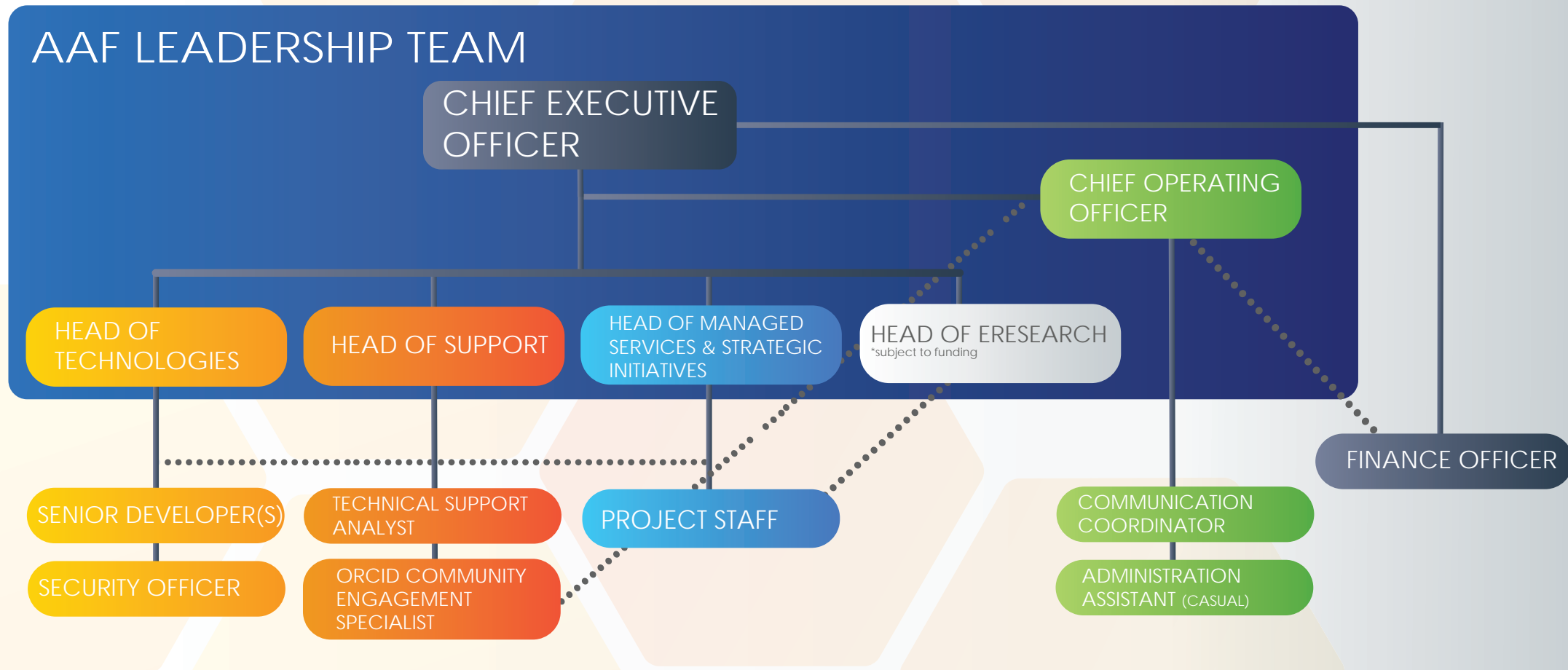


Figure 1: 2021 Organisational Structure

4. 2021 Fees

Federation Subscription	Price
Enterprise Subscription 2021	
Joining Fee	\$9,617
Base Fee	\$12,840
Fee per FTE	\$5.58
Additional Identity Provider	\$16,228
Extra Service Registration Bundle	\$9,017
Team Subscription 2021	
Joining Fee	\$9,617
Base Fee	\$12,840
Fee per FTE	\$38.84
Additional Identity Provider	\$16,228
Extra Service Registration Bundle	\$9,017
Publisher 2021	
Joining Fee	\$4,000
Base Price	\$1,802
Extra Service Provider Registration	\$1,802

Table 1: 2021 Subscription Fees

4. 2021 Fees

Cloud Rapid IdP Service	Price (Higher Ed)	Price (Gov/Comm)
Cloud Rapid IdP Starter		
Technical Connection Fee	Free 2021	
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 conjunction with a federation subscription)	Education & Research 30% discount	Government and Commercial
Technical Connection Fee	Free 2021	Free 2021
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: 2021 Cloud Rapid IdP Service fees

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

Table 3: 2021 VerifIDGlobal Services Fees

5. Operating Budget


Operating Budget	
Retained Earnings	
Forecast Retained Earnings as at 1 January	\$1,876,975
Income	
<i>Core Federation Services Income</i>	
Subscription (existing subscribers)	\$1,582,310
Forecast Professional Services	\$20,000
Forecast Interest	\$10,000
Forecast Other Income	\$44,200
<i>ORCID Consortium Services Income</i>	\$372,330
ORCID Consortium Leader Fee Income (existing Members)	\$236,750
ORCID Consortium Member Licence Fee Income	
<i>Managed Services Income</i>	
Subscriptions – Rapid IdP	\$281,750
Forecast VeriID Global	\$176,288
<i>Project Services Income</i>	
Forecast Project	\$85,545
Total Income	\$2,809,173
Total Income + Retained Earnings	\$4,686,148
Expenses	
<i>Operating</i>	
Core Federation Services Expenses	\$1,767,234
ORCID Consortium Services Expenses	\$588,059
Managed Services Expenses	\$476,469
Project Services Expenses	\$85,545
Total Expenses	\$2,917,307
Total income – Total Expenses	-\$108,134
Retained Earnings as at 31 December¹	\$1,768,841

Table 4: 2021 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:

- 
- **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, and best practice cyber security is in place. 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.

Risks identified that are associated with the introduction of the new capabilities and services in 2020 have been incorporated into the overall risk profile for AAF Ltd. These risks are managed by the Chief Executive Officer and the AAF Board.