AUSTRALIAN ACCESS FEDERATION

BUSINESS PLAN
2023

AUSTRALIAN
ACCESS FEDERATION
AAF.EDU.AU

STRATEGIC CONNECTIONS

BUILDING STRATEGIC PARTNERSHIPS

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- NCRIS
- Health & Government
- Technology Sector
- Persistent Identifiers (PIDS)
- Global
- Digital Identity Providers
- Research & Education CIOs

DEVELOPING SKILLS & CAPABILITIES

2

- Skills and capability gaps
- AAF staff development
- Communities of Practice
- Training programs
- Professional services
- Industry events

STRENGTHENING FOUNDATIONAL SERVICES

3

- Cyber security
- International connectivity
- Customer intimacy

LEADING TECHNOLOGY INNOVATION

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- Next generation of technologies
- Reference architectures
- New opportunities

DEVELOPING VALUE ADDED SERVICES

5

- Market opportunities
- Expanding capabilities

AUSTRALIAN ACCESS FEDERATION 2023

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

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, 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.

VISION

OUR VISION IS TO LEAD ACCESS MANAGEMENT FOR AUSTRALIAN EDUCATION, RESEARCH, GOVERNMENT, AND INDUSTRY.

MISSION

OUR MISSION IS TO DELIVER SECURE ACCESS AND IDENTITY SERVICES THAT CONNECT AUSTRALIAN TEACHERS, STUDENTS AND RESEARCHERS WITH GLOBAL ONLINE RESOURCES.

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 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.   BUILDING 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. Strategic partnerships will help AAF to attract funding to sustain and further advance the services it delivers.

National eResearch Infrastructure Programs	National Collaborative Research Infrastructure Strategy (NCRIS): - Support the development of the Trust and Identity needs for the National Digital Research Infrastructure Strategy (Recommendation 7 of the 2021 eResearch Infrastructure Roadmap) - Work closely with the NCRIS community to support the step change for cutting-edge national digital research infrastructure (Recommendation 8 of the 2021 eResearch Infrastructure Roadmap). Actively seek step change funding for an enduring AAF Trust and Identity capability for NCRIS Work closely in developing strategy with the National Digital Research Infrastructure Platforms (NCI, Pawsey, ARDC, AARNet)
Health & Government	Progress partnerships with health (MRIs) and government
Technology Sector	Strengthen relationships with sector partners: - Council of Australasian University Directors of Information Technology (CAUDIT) - Council of Australian University Librarians (CAUL) - ORCID.org, ORCID Steering Committee and ORCID Board - CAUDIT Identity Management Community of Practice - AusCERT and AARNet - Australasian Higher Education Cybersecurity Service (AHECS) - Commercial organisations identified by the AAF Leadership Team throughout 2023
Persistent Identifier Community (PIDS)	Support and participate in the PIDs agenda: - International PIDs Consortia Interest Group and meetings - Work closely with ARDC and ORCID to advance a persistent identifier strategy for Australia
Global	Partnerships to expand VerifID Global: - 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 - Participate in the eduGAIN Steering Committee

	- Chair 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 networks European Commission funded project to Increase Federated Identity, Roaming eInfrastructure in Asia Pacific
Key Digital Identity Providers	Participate in digital identity standards and working groups
Research & Education CIOs	Identify key messages that promote a value proposition that ensure AAF's services are aligned with the needs of the sector

◼ 2. DEVELOPING 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 advancing its staffing capabilities and industry knowledge.

Skills and capabilities	Key activities: - Identity and Access Management sector initiatives and events - Annual ORCID program and community call program - Bespoke professional services to support subscriber needs - Operate the Rapid IdP cloud managed service Sector subject matter experts: - Workforce planning - Staff engaged nationally and internationally at relevant industry events (eResearch Australasia, QuestNet, - TechEX, TNC, Identiverse, ARMS, PIDapalooza, Research Data Alliance, National Information Standards Organisation - NISO) - Mentoring and leadership training - Dev/Sec/Ops Training.

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.

Strengthen	Continue to build upon AAF's cyber security posture: - 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. 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. Customer intimacy: - Grow AAF's data analytics, business intelligence and system utilisation capability - Annual customer surveys and focus groups

4. LEADING TECHNOLOGICAL INNOVATION

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

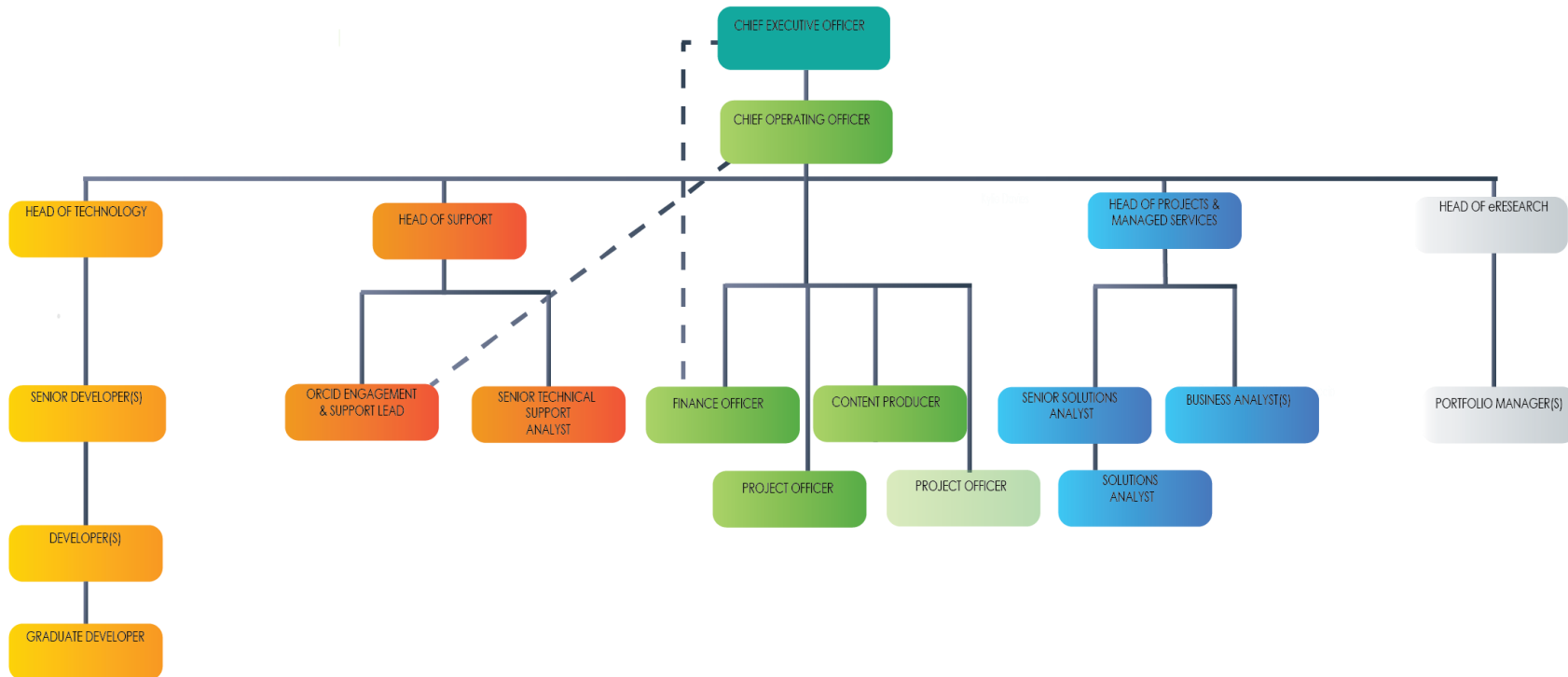| Innovation	Innovating the AAF to deliver the next generation of technologies as new standards, blueprints and research infrastructures are architected and developed:
	
	- Productively engage with NCRIS capabilities to scope activities that advance trust and identity for research
	- Explore opportunities through the Trust and Identity Pathfinder Program
	- Advance the federation's core tooling in-line with planned priorities
	- Progress international Access and Authentication for Research Collaboration (AARC) blueprint architectures through the trust and identity program.
	
	Deliver AAF's Trust and Identity Pathfinder Program:
	- The accelerator activity will:
	    o create an Australian trust and identity framework for Australian research
	    o undertake advocacy and engagement with NCRIS and the research sector
	    o enhance cyber secure infrastructure
	    o build the necessary skills for trust and identity in a research context
	    o bring together reusable software solutions and tools
	- An incubator activity will:
	    o provide access to incubator resources for research capabilities to adopt the framework.
	    o develop a Trust and Identity Roadmap for NCRIS.

5. DEVELOPING VALUE ADDED SERVICES

Continuing to develop value-added services will further strengthen AAF's sustainability.

Value	Identify market opportunities: - 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: - Monitor digital identity standards and frameworks and look for opportunities. - Take a leadership role with international working groups. - Work with partners to develop use cases and create business opportunities. - Prototype new technologies and develop new business models.

SUPPORT MODEL

2023 FEES

FEDERATION SUBSCRIPTION	PRICE
Enterprise Subscription 2023	
Connection Fee	$10,000
Base Fee (dependent on research income)	$14,750-$31,500
Fee per FTE	$9.49
Additional Identity Provider	On enquiry
Publisher 2023	
Connection Fee	$4,400
Base Fee	$1,949
Extra Service Provider registration	$1,949

Table 1: 2023 Subscription Fees

CLOUD RAPID IDP SERVICE	PRICE
Cloud Rapid IdP Starter	
Technical Connection Fee	Free 2023
Annual Fee (no directory connection, service provider connection)	$6,300
Annual Fee (no directory connection, no service provider connection)	$4,200
Annual Fee (directory & service provider connection CRC/MRI)	$10,500
Cloud Rapid IdP Enterprise	
Technical Connection Fee	2023
200 - 1,500 FTE	$15,750
1,501 - 2,200 FTE	$26,250
>2,200 FTE	$40,950

Table 2: 2023 Cloud Rapid IdP Service Fees

VERIFID GLOBAL	PRICE
VerifID Global	
Verification Fees	Price on application
Verification Global Reseller	Price on application

Table 3: 2023 VerifID Global Service Fees

OPERATING BUDGET

AAF Operations	$
Income	4,114,024
Expenses	4,095,925
Net AAF Operations Income	18,100
Project Services	
Income	5,658,662
Expenses	5,658,662
Net Project Services Income	-
Net Total Income	**18,100**

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. 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 so 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 2023 have been incorporated into the overall risk profile for AAF Ltd. These risks are managed by the Chief Executive Officer and the AAF Board.