



7 ELIXIR Management and Operations

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The ELIXIR Hub hosts the ELIXIR Executive Management and Secretariat and contains the external relations, communications and grant-application functions necessary for a large, distributed research infrastructure and the effective interfacing and coordination with other biological, health and e-Science infrastructures. While the ELIXIR Nodes will deliver the core service delivery and interoperability, the ELIXIR Hub will handle the organizational, technical and infrastructure interactions with the Nodes and the other ESFRI BMS infrastructures thus ensuring seamless access to biomedical research data, services and tools to life scientists in fundamental as well as applied industrial research.

This Programme of Work addresses the on-going development of ELIXIR strategy and sustainability as well as Work streams to develop and improve management and governance within ELIXIR based on the feedback from the SAB and the Assessment Expert Group. These work streams are outlined below.

In addition ELIXIR needs to foster the active collaboration and exchange between the National Nodes and within this Programme of Work will address the development of an active exchange programme for scientist and engineers involved in delivery of ELIXIR Services.

Develop ELIXIR Strategy, Performance indicators and Operational Principles

While the value of the individual ELIXIR services is clear with straightforward indicators around scientific uptake and impact, there is a need to bring together the different Node offerings into a transparent service offering with uniform performance indicators. This will include a scheme for classifying Nodes by the services provided, a gap analysis for services and clearly present how the services interrelate through the ELIXIR coordination and governance.

While these Work streams will be initiated as a priority in 2014 they will draw heavily on the outcome from the development of Node Collaboration Agreements and hence are not expected to conclude until end of 2014.

1. Work stream to finalise Collaboration Agreement template and the Service Delivery Plans (M6).
2. Work stream to develop the ELIXIR risk register with mitigation procedures (M6).
3. Work stream to prepare ELIXIR Communication plan including internal stakeholders (M12).
4. Work stream to develop and implement ELIXIR's External Stakeholder Engagement Strategy (M12).
5. Work stream to develop and implement ELIXIR scorecards for Service Deployment (M12) and Sustained Operations Phases (M36)

Accessible and Open data policy, Software licence policy and Intellectual Property policy

This area was highlighted by SAB in June and requires a Work stream to drive to a conclusion with a clear recommendation for ELIXIR Policy and Charter.

6. Work stream to define ELIXIR Open data and software license policies (First draft – M6).
7. Work stream to define and deliver the IP policy of ELIXIR (First draft – M6).



Define ELIXIR User Strategy

An extensive analysis of user needs and requirements was performed during the Preparatory Phase but Bioinformatics is a rapidly moving field. To ensure a user-centred perspective on services and the relevance of ELIXIR to life-science research there is a need to revisit the data and refresh input. A significant change in the bioinformatics landscape over the last years is the establishment of *Bioinformatics core resources* in many large research centres. Maintaining an overview and good contact with these groups is of paramount important to ELIXIR.

8. Work stream to set up User Survey (M12 – M24).
9. Work stream to define ELIXIR User Strategy (M12 – M24).

Develop the ELIXIR External Funding Strategy

While ELIXIR has a core long-term funding from the Member State contributions, this is a complex area where the ELIXIR funding is likely to come from a portfolio of sources. The AEG recommended a Work stream to develop and refund the External Funding Strategy, led by an experienced Science Policy Advisor and initiation of this work will be a priority for ELIXIR.

10. Work stream to develop the ELIXIR External Funding Strategy (M13 – M30).

Investigate and propose Ethical Framework for ELIXIR

Handling of personal genomics data has stringent regulatory and ethical requirement and while there are extensive activities within BioMedBridges to develop both a Data Security model as well as recommendations on an Ethical governance framework, there is a need for ELIXIR to analyse how to implement this within a distributed infrastructure. This Work stream should deliver a recommendation to the Board on how to implement Ethical Governance and review it within ELIXIR.

11. Work stream to investigate and propose Ethical Framework for ELIXIR (M12).

Devise implementation plan for ELIXIR Industry Strategy

As outlined in Section 6 of this Programme there are a number of recommendations from the Industry analysis performed by ConnectedDiscovery (Annex 3). Two specific Work streams will be started on the basis of this analysis:

12. Implementation of a Work stream for ELIXIR Innovation and SME Programme (First draft – M6, Implementation begins M12 (1st workshops)).
13. Work stream to devise implementation plan for ELIXIR Industry strategy, including the potential formation of an Industry Board (First draft – M12).