

Further materials

EUPAN Working Level Meeting

Printworks, Dublin Castle, 01-02 October 2026



Contents

Introduction	3
Whole-of Government Breakout Sessions.....	3
Digital and Innovation at Scale	6
Developing People Practice and Capability for the Workforce of the Future	7
Driving transformation of evidence informed policy and services through design: designing for public value.....	7
Building a Clear Picture of Organisational Capability to support Transformation	8
Walking Map to EPIC Museum	9



Introduction

This document provides further guidance to delegates for the EUPAN Working Level Meeting.

Whole-of Government Policy Development and Implementation Guide to Breakout Sessions

Background

Whole of government policy development and implementation is a challenge for governments across the European Union. However, in order to deliver better outcomes for citizens, we need to understand strengths and identify where we can better address complex policy challenges. Findings from the survey carried out by the IPA and DPER during summer 2026 indicate that leadership, governance, coordination and capability are areas of collective interest.

The objective of these breakout sessions is to provide EUPAN members with further insights on the theme of whole of government policy development and implementation. The breakout discussions also provide participants with an opportunity to exchange views and experiences and build on the insights from the EUPAN survey.

Breakout Group A: Governance and Leadership (Plenary Room)

Objective: Identify approaches to leadership and governance that support whole of government policy development and implementation.

Discussion Questions

1. How can political and administrative leadership maintain momentum in respect of whole of government policy development and implementation?
2. What role should central government institutions play in providing direction, oversight, and support for implementation?
3. How can accountability be shared across organisations?

Key Areas for Reflection

- Aligning strategic priorities across ministries and agencies
- Balancing central steering with departmental autonomy
- Managing competing priorities and financial trade-offs
- Building a culture of collaboration and shared responsibility
- Balancing governance approaches between formal requirements and persuasion/influence



Breakout Group B: Collaboration and Coordination (Erin Room)

Objective: Identify approaches to collaboration and coordination that strengthen whole of government policy development and implementation.

Discussion Questions

1. What approaches have proven effective in resolving conflicts or competing priorities between organisations?
2. How can governments overcome organisational silos when implementing whole of government policy development and implementation?
3. How can the sharing and use of data and evidence be improved across government?

Key Areas for Reflection

- Formal versus informal co-ordination mechanisms
- Cross-government committees, taskforces, and networks
- Information sharing and data interoperability
- Collaborative planning and resource allocation
- Citizen-centred approaches to policy implementation

Breakout Group C: Key Success Factors (Courtyard Room)

Objective: Identify approaches to strengthen whole of government policy development and implementation.

Discussion Questions

1. How can examples of good practice be scaled up and learnings shared across government?
2. How can governments build policy implementation capability within the public service?
3. What role does performance management and oversight play in supporting policy implementation?

Key Areas for Reflection

- Learning from success and failure
- Sustaining commitment and stakeholder support
- Adequate resources and capability
- Clear objectives and measurable outcomes
- Monitoring and evaluation



Breakout Group Participants

Where delegates had not signalled a preference for the breakout themes, they have been assigned to a group to ensure balance across them.

A. Governance and Leadership (Plenary Room)

- Ave Kala
- Ira Alanko
- Andra Voiciša
- Tone Kristin Kastnes
- Klairi Grigoriadi
- Tatiana Tsvetkova
- Karin Berglind
- Marilette van As
- Teresa de Martín Martinez
- Thomas Pappenscheller
- Trine Flygenring Christensen
- Michael Elkjær Pedersen
- Tea Juratovec
- Thomas Muscat
- Barnabás Sallai
- Monika Markeviciute

B. Co-ordination (Erin Room)

- Jānis Glazkovs
- Peter Bastiaens
- Marta Kuzawinska
- Jana Novosakova
- Celia Fernandes
- Andreas Hagström
- Sandra Senichault De Izaguirre
- Nadine Hoffmann
- Dagne Padegime
- Ledja Shuperka
- Antoneta Hoxha
- Maria Geronymaki
- Christiana Avraamidou
- Ivan Ćurić
- Inga Sirutavice
- Bojana Bajic



C. Success Factors (Courtyard Room)

- Trine Wold Møller
- Bruno Snappe
- Katarzyna Dudzik
- Eleni Valaka
- Lucía Carmona Buendía
- Giorgos Polykarpou
- István Kamrás
- Cheryl Hill
- Arnault Prêtet
- Alexandra Bánovská
- Jorge Kühni
- Rozalija Karchicka Vasilevska
- Luca Romanini
- Vaida Alisauskaite
- Õnne Kivinurm
- Sebastijan Svat

Digital and Innovation at Scale

Digitilisation and AI can serve as drivers for better public service delivery and enable seamless, inclusive and user-centred public services.

Delegates are asked to reflect on the following key questions to support the discussion following the three presentations in this session:

- What are the current impacts of digitalisation and AI on the public service workforce and what actions are you taking?
- What role does cross-government and EU/international collaboration play in harnessing digital and AI for better public administration and public services?

Shifting the Model: Skills-Based Learning Pathways for the Public Service

As the nature of work continues to evolve, public service organisations must rethink how they attract, develop and deploy talent. This interactive session explores how skills-based approaches can help build a future-ready workforce by moving towards more agile, adaptable, and employee-centred pathways. Following a presentation on current trends and international examples, delegates will be given an overview of a



current project which seeks to reshape learning and development in the Irish Civil and Public Service. Delegates will then engage in small discussion groups to share perspectives and practices from their countries under the following themes:

- Learning structures and delivery
- Skills and capability priorities
- Developing specialisms
- Implementing Change

Developing People Practice and Capability for the Workforce of the Future

This session will explore two flagship initiatives in the Irish Civil Service that seek to strengthen people practices, establish our organisations as employers of choice, and to ensure that the workforce is skilled, agile, diverse and inclusive. These initiatives are:

- The Civil Service People Standards Framework, which seeks to support the professional development of HR professionals, available [here](#).
- The publicjobs Capability Framework, which supports enhanced talent attraction and recruitment, available [here](#).

Driving transformation of evidence informed policy and services through design: designing for public value

Design led transformation can deliver public value.

This session will include an exercise on design principles and country presentations from The Netherlands, Finland and Denmark on user-centred design.

Delegates are asked to reflect on the following key questions to support the discussion following the three presentations in this session:

- How is design used in your country? What initiatives have you taken to drive adoption of this approach?
- How do you articulate and or measure the impact/value of embedding a design approach?



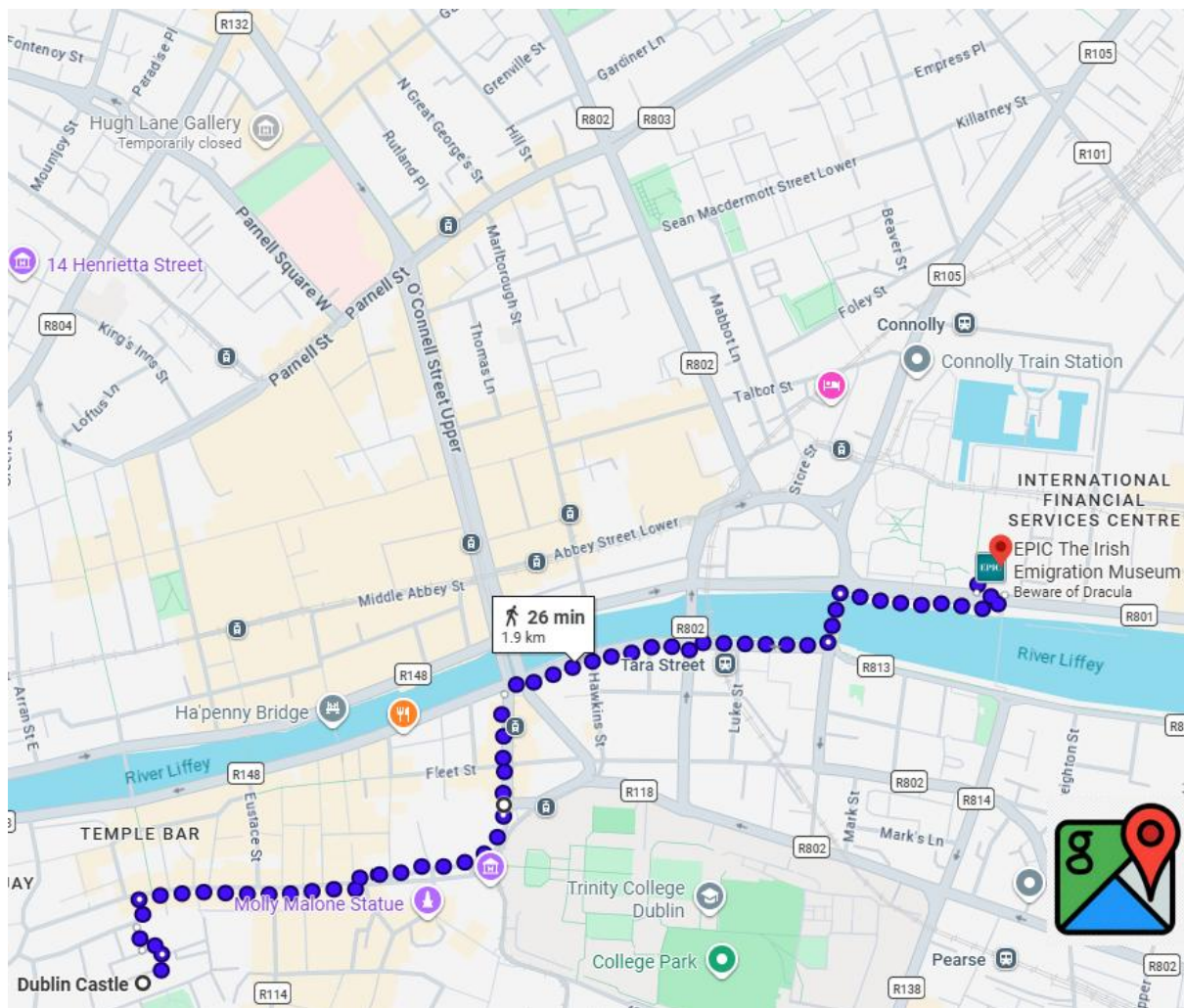
Building a Clear Picture of Organisational Capability to support Transformation

Organisational Capability Reviews can help to embed a culture of regular assessments of the capability of public service organisations and identify priorities for transformation and improvement.

- What is the approach to capability reviews in your public administration? Are there discrete function or thematic reviews? What are the positives and challenges from these approaches?
- What do you see as any current critical capability gaps within your public administration?
- What are your priorities for building the capability of your public administration – organisations and the workforce?



Walking Map to EPIC Museum





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**Uachtaránacht na hÉireann ar
Chomhairle an Aontais Eorpaigh 2026**
Irish Presidency of the Council of
the European Union 2026