EVENT REPORT
eu-LISA Industry Roundtable

BUILDING BETTER GOVERNMENT SOFTWARE AT SCALE

11 - 12 June, Warsaw, Poland

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BUILDING BETTER GOVERNMENT SOFTWARE AT SCALE

eu-LISA Industry Roundtable,
11-12 June 2025, Warsaw, Poland

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EXECUTIVE SUMMARY

The 2025 edition of the eu-LISA Industry Roundtable, titled 'Building Better Government Software at Scale – Agile, DevSecOps and Software Factories', brought together over 300 participants across EU Member States, EU institutions and agencies, and industry partners. The event was held in Warsaw, Poland, under the patronage of the Polish Presidency of the Council of the European Union. During this edition's Roundtable, discussions focused on reimagining digital public services through agile innovation, enabling government institutions to better respond to growing demands for secure, scalable, and citizen-oriented solutions.

Key messages and strategic takeaways:

A paradigm shift in public delivery

Speakers underscored the public sector's transition from linear, project-driven development to product-oriented service delivery. This evolution requires stable, cross-functional teams, iterative development cycles, and Agile governance structures that embed responsiveness into the DNA of public administration.

Agile as a cultural shift, not just a method

Presentations across sessions highlighted that Agile success hinges more on mindset than tools. Team autonomy and leadership maturity were repeatedly cited as prerequisites for sustainable Agile adoption, particularly in high-stakes and highly-regulated domains.

Trust, security, and compliance by design

Trust emerged as a cross-cutting theme. From biometric systems to immigration platforms, public software must be designed with security, auditability, and ethical safeguards embedded from the outset. DevSecOps, Software Factories, and automated policy enforcement were presented as key enablers of secure digital transformation.

Organisation-wide commitment is essential

Agile transformation requires full organisational commitment and cannot succeed in isolation. Sustainable change comes from empowering cross-functional teams, adapting institutional structures, and ensuring that agility is embedded across the entire organisation — from strategy to execution.

Leadership, governance, and the human factor

Institutional agility requires more than delivery pipelines — it demands new forms of leadership, adapted governance models, and investment in digital skills. Quarterly business reviews, value-based KPIs, and mission-driven governance structures were presented as tools to align delivery with strategic outcomes. Institutional leaders must also invest in building organisational capacity, providing consistent support, and fostering a mindset of experimentation, trust, and shared purpose across all teams.

Call to action

As EU institutions prepare for the next generation of interoperable public services, the Roundtable reinforced the importance of collaboration, capacity-building, and shared digital infrastructure. The message was clear: delivering faster is not enough. We must deliver smarter, safer, and more sustainably — ensuring that digital transformation enhances trust, resilience, and value not only for European citizens but also for third country nationals visiting our space of security, freedom and justice.

Day 1

Opening remarks

Session 1 | Implementing Agile in the public sector -
What does research tell us?

Session 2 | New ways of working in IT in
multidisciplinary, multicultural organisations:
Agile, Software Factory, DevSecOps

Panel discussion and Q&A

DAY 1

01

Opening remarks

Marili Männik

Marili Männik opened the 2025 edition of the Industry Roundtable by addressing the strategic imperative of rethinking how digital public services are designed, built, and delivered across the European Union. Framing the theme of this year's event — building better government software at scale — she set the tone for a discussion rooted in Agile methodologies, DevSecOps principles, and the evolving role of public institutions as digital innovators.

Key points from her address:

• Shared public-private digital mission

Marili Männik opened the Industry Round Table by emphasizing eu-LISA's mission to support the EU and its citizens through technology. She highlighted the shared responsibility of public and private sectors in building scalable, future-ready digital public services.

• Cultural shift for agility

She also pointed out that adopting these new methods demands a cultural shift — involving cross-disciplinary collaboration and new skills among developers, testers, and policymakers alike.

Marili Männik
Executive Director ad Interim,
eu-LISA
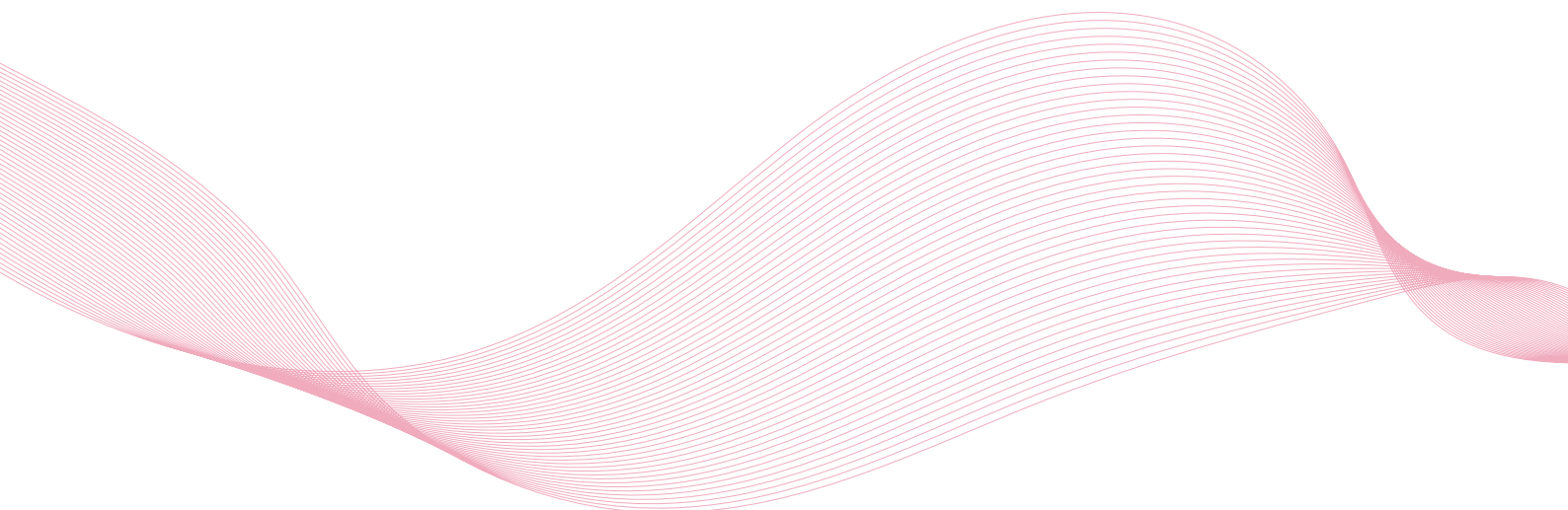
• eu-LISA's Agile transformation

Ms Männik presented eu-LISA's own shift towards agile practices over the past two years, including forming transversal squads and adopting MVP approaches. These changes were instrumental in launching the Shared Biometric Matching Service and the VIS for EES.

• Fostering agility within EU rules

Concluding her speech, Männik called for reflection on how agility can thrive under EU regulations and procurement norms. She also encouraged participants to use the event to foster collaboration and generate actionable ideas for addressing digital capability gaps.

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These evolutions are not just technical adjustments. They require a cultural shift - new skill sets, and new models of collaboration between policy makers, developers, testers, and end-users.

Ignacy Niemczycki

Representing the Polish Presidency of the Council of the European Union, Ignacy Niemczycki, made a strategic and compelling address that framed digital public service delivery as a core pillar of European sovereignty and resilience. His remarks underscored that the ability to develop secure, scalable, and citizen-focused government software is no longer just a technical concern — it is central to the political and strategic future of the EU.

Key points from his address:

• Digital infrastructure and Security Europe

Ignacy Niemczycki welcomed attendees to Warsaw and underlined the importance of digital infrastructure in today's geopolitical and cybersecurity landscape, aligning with the Polish Presidency's theme: "Security Europe."

• Cybersecurity as strategic frontier

He emphasized that cybersecurity is now a strategic frontier requiring international collaboration to defend against hybrid threats and disinformation — not just technical responses, but trust and reliability across the system.

• Strengthening partnerships for security

Mr Niemczycki praised eu-LISA's role in securing Europe's digital infrastructure and called for stronger partnerships and faster decision-making among EU institutions and Member States.

• Advancing cutting-edge government technologies

He advocated for enhanced support for technologies like biometrics, encryption, and AI, particularly in government systems, and stressed the need to explore state-of-the-art solutions in areas like integrated border management.

• Building secure citizen-focused ecosystems

Wrapping up, he expressed hope that the roundtable would advance the development of secure, citizen-focused digital ecosystems across the EU.

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As the world becomes more interconnected and politically unpredictable, strengthening the EU's control over its own technology has become a vital strategic goal.

Ignacy Niemczycki,
Secretary of State, Chancellery
of the Prime Minister of Poland

02

Session 1

Implementing Agile in the public sector - What does research tell us?

David Baxter

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Agile government: drivers, challenges, and outlook ⬀

Dr David Baxter opened the first session with a research-grounded perspective on the structural drivers and organisational tensions shaping Agile transformation in public institutions. His presentation focused on aligning Agile practices with the realities of bureaucratic governance, highlighting both enablers and barriers in large-scale, policy-driven environments.

Key points from his address:

• Agility essential for public sector

Dr David Baxter discussed how agile methods, though challenging in the public sector, are increasingly necessary given the complexity and pace of digital transformation. Traditional public sector approaches often fail in today's dynamic environments.

• Barriers to the adoption of Agile

He outlined major barriers to the adoption of Agile, such as rigid procurement rules, risk-averse cultures, and hierarchical governance that hinder iterative development and fast decision-making.

• Enablers of Agile success

Dr Baxter highlighted enabling factors, including strong senior leadership, building internal capability, and modifying governance structures to balance flexibility with oversight.

• Global public sector Agile examples

He illustrated these points with international examples, such as the UK's GOV.UK platform, Estonia's e-residency, and Canada's semi-autonomous digital service, all of which showed how agile can be adapted to public settings.

• Agile as a mindset shift

Dr Baxter concluded that agile must be customized to each context and viewed as a mindset shift focused on responsiveness and citizen value, not just efficiency — requiring political will and cultural change for success.

David Baxter, Associate Professor of Innovation, Southampton Business School

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Agile is not just about tools or practices — it's a mindset shift. It means designing systems that are ready to change.

Ann Fugl-Meyer

The subtle power of Agile:
Transforming public sector from within ⬈

**Ann Fugl-Meyer,
IT Project Manager
& External Lecturer,
Copenhagen Business School**

Dr Ann Fugl-Meyer offered a reflective perspective on Agile in the public sector, viewing it as a subtle force for internal transformation. Drawing on her hands-on experience and a long ethnographic study of the Danish Tax Administration's decade-long Agile journey, she showed how power and decision-making gradually shifted to Agile IT teams — reshaping bureaucratic structures and altering the working relationships between IT developers and tax professionals.

Key points from her address:

• Adapting Agile to public constraints

Dr Ann Fugl-Meyer provided a practitioner's perspective, describing the challenge of adapting agile to the constraints of public sector projects — where budgeting, procurement, and governance often clash with agile values.

• Collaboration through co-location

She shared practical success patterns from Danish projects, starting with co-locating contractors and internal staff to break down silos and foster collaboration through shared ownership and joint decision-making.

• Outcome-based contracting for flexibility

Another key tactic was outcome-based contracting, where vendors were measured by user impact (e.g., time savings), rather than feature delivery, allowing for greater flexibility and iteration during development.

• Trust-centred Agile governance

Dr Fugl-Meyer emphasized governance models based on trust, such as regular demos instead of formal stage gates, and empowering teams within clear accountability frameworks.

• Cultural shift toward Agile

Despite ongoing challenges like fixed budgeting and political interference, she expressed optimism, noting a growing cultural shift in public sector organizations toward agile thinking and value-focused delivery.

03

Session 2

New ways of working in IT in multidisciplinary, multicular organisations: Agile, Software Factory, DevSecOps

Sascha Block

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Secure by design: Scaling Agile within and across large-scale organisations towards trusted digitization ↗

Sascha Block,
Author & IT Architect,
Rock the Prototype

In his intervention, Sascha Block emphasised that true agility in large-scale organizations requires not just tools or methods, but a cultural shift rooted in trust, responsibility, and continuous learning — supported by secure, scalable infrastructure. He advocates for "secure by design" through principles like Zero Trust, continuous validation, and strong API governance to build resilient digital systems, especially in complex public-sector environments.

Key points from his address:

• From Agile sceptic to advocate

Sascha Block began by sharing his initial scepticism about agile and how working on large-scale government IT projects changed his perspective, especially in the context of software factories and DevSecOps.

• Software factories beyond automation

He explained that software factories are not just about automation but also standardization, reusable components, and cross-functional collaboration that together support continuous, scalable delivery.

• Embedding security in CI/CD

Mr Block illustrated how embedding security into the CI/CD pipeline — treating "security as code" — allowed teams to release software weekly while maintaining traceability and compliance.

• Culture as Agility's foundation

He emphasized that real agility at scale depends on culture more than tooling, advocating for platform thinking, empowerment over bureaucracy, and leadership focused on learning rather than control.

• Public systems as evolving products

In closing, he argued for treating public software systems as evolving products rather than one-off projects — requiring sustained investment, iterative delivery, and collaboration between all stakeholders.

Jean-Pierre Grillon

eu-LISA's journey towards a Software Factory ↗

Jean-Pierre Grillon presented the agency's journey toward establishing a Software Factory— a strategic shift from traditional project-based software development to continuous, modular, and Agile delivery. He detailed how this transformation supports eu-LISA's growing role in interoperability, border management, and security, aligning with the broader trend of Agile and DevSecOps adoption.

Key points from his address:

• Need for new delivery methods

Jean-Pierre Grillon provided an inside view of eu-LISA's ongoing transformation, explaining why traditional methods were insufficient for managing the scale and criticality of modern EU IT systems.

• Adopting software factory model

He detailed how eu-LISA adopted a software factory approach, forming cross-functional squads, shifting from project to product ownership, and embedding automation and security in their delivery pipelines.

• Standardization for quality and compliance

The software factory, as described, consists of standardized tools, templates, and practices to ensure quality and compliance — supporting both autonomy and consistency across teams.

• Embedding security through DevSecOps

Mr Grillon highlighted the investment eu-LISA made in DevSecOps, including security training, automated monitoring, and secure-by-design principles — vital for an agency dealing with sensitive, high-risk systems.

• Continuous improvement for digital services

He concluded by emphasizing the importance of continuous improvement and delivery, and previewed eu-LISA's plans to further support AI, observability, and resilience — with the ultimate goal of delivering secure, efficient, and sustainable digital services.

**Jean-Pierre Grillon,
Head of Technology and
Software Engineering,
eu-LISA**

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In short, our mission is not just to deliver IT systems — but to deliver them securely, efficiently, and sustainably.

04

Panel discussion and Q&A

Chair: Javier Galbally

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Panellists: Jean-Pierre Grillon, David Baxter, Ann Fugl-Meyer, Sascha Block

**Javier Galbally,
Senior Research and
Innovation Officer,
eu-LISA**

The final Day 1 session brought together the four keynote speakers to exchange reflections on how to scale Agile methodologies across diverse public sector environments, ensuring security, usability, and institutional coherence. Each panellist provided a complementary perspective on the cultural and structural challenges of Agile transformation.

Key themes and insights from the panel discussion:

• Cultural Resistance to Agile

Insight: Agile transformation in the public sector is often hampered by entrenched hierarchical structures and risk-averse cultures.
Details: Dr. Ann Fugl-Meyer highlighted the importance of internal champions advocating agile practices in their institutional context and of involving senior executives in sprint reviews to build trust. Dr. David Baxter noted storytelling and small-scale wins to shift mindsets, while Sascha Block cited early successes as catalysts for organic adoption.

• Balancing Speed and Security

Insight: Integrating security into the development process is essential to reconcile fast delivery with compliance.
Details: Jean-Pierre Grillon described automating compliance via CI/CD pipelines at eu-LISA, while Sascha Block emphasized "shifting left" — embedding security from the start of development rather than as a final hurdle. Both stressed automation as key to enabling secure, continuous delivery.

• Agile vs. Procurement Constraints

Insight: Traditional procurement processes often conflict with agile's iterative and adaptive nature, but workarounds exist.
Details: Dr. Fugl-Meyer shared the example of using performance clauses in fixed-scope tenders for flexibility and integrating procurement officers into agile teams. Dr. Baxter noted a broader trend toward agile-friendly procurement, including shorter contracts and outcome-based specifications.

• Advice for Launching Agile in Government

Insight: Successful agile adoption requires experimentation, coalition-building, and trust-building.
Details: Dr. Baxter advised starting small and iterating quickly rather than waiting for ideal conditions. Dr. Fugl-Meyer emphasized cross-departmental alliances, while Sascha Block stressed trust before tool adoption. Finally, Jean-Pierre Grillon encouraged safe experimentation, including learning from failure.

Key insights and areas for action from Day 1

The first day of the 2025 Industry Roundtable highlighted that implementing Agile in the public sector is not just a methodological shift but a deep cultural transformation requiring new leadership models, transparent collaboration, and secure, scalable infrastructure. Key areas for action include embedding agility into institutional structures, redefining performance metrics, integrating security early, and supporting inter-organisational collaboration through shared understanding and governance.

• Agile requires cultural and structural change in the public sector

Agile implementation in public institutions necessitates both organizational restructuring and a shift in institutional culture. Successful adoption involves moving beyond traditional hierarchical models toward empowering multidisciplinary teams and fostering a culture of learning, adaptability, and shared responsibility.

• Leadership must evolve to support Agile teams

Effective Agile transformation depends on leadership that supports distributed authority, enables team-level autonomy, and embraces experimentation. Middle management roles, in particular, require redefinition — from controlling tasks to facilitating alignment, trust, and iterative progress.

• Agile success should be measured by outcomes, not outputs

Traditional performance indicators based on outputs are insufficient in Agile environments. Public organizations should adopt metrics that reflect long-term value creation — such as user impact, service quality, and policy relevance — while incorporating qualitative indicators like team morale and collaboration culture.

• Transparency is essential for inter-organisational agility

Achieving inter-organisational agility depends on transparent communication and a shared understanding of goals, processes, and data. Open collaboration across agencies, departments, and vendors strengthens trust and facilitates continuous learning and improvement.

• Fail fast and learn fast

Encouraging early-stage failure and iterative learning is critical for Agile maturity. Framing projects as pilots or experimental initiatives provides a safe environment for innovation, particularly in contexts where political or operational risks must be carefully managed.
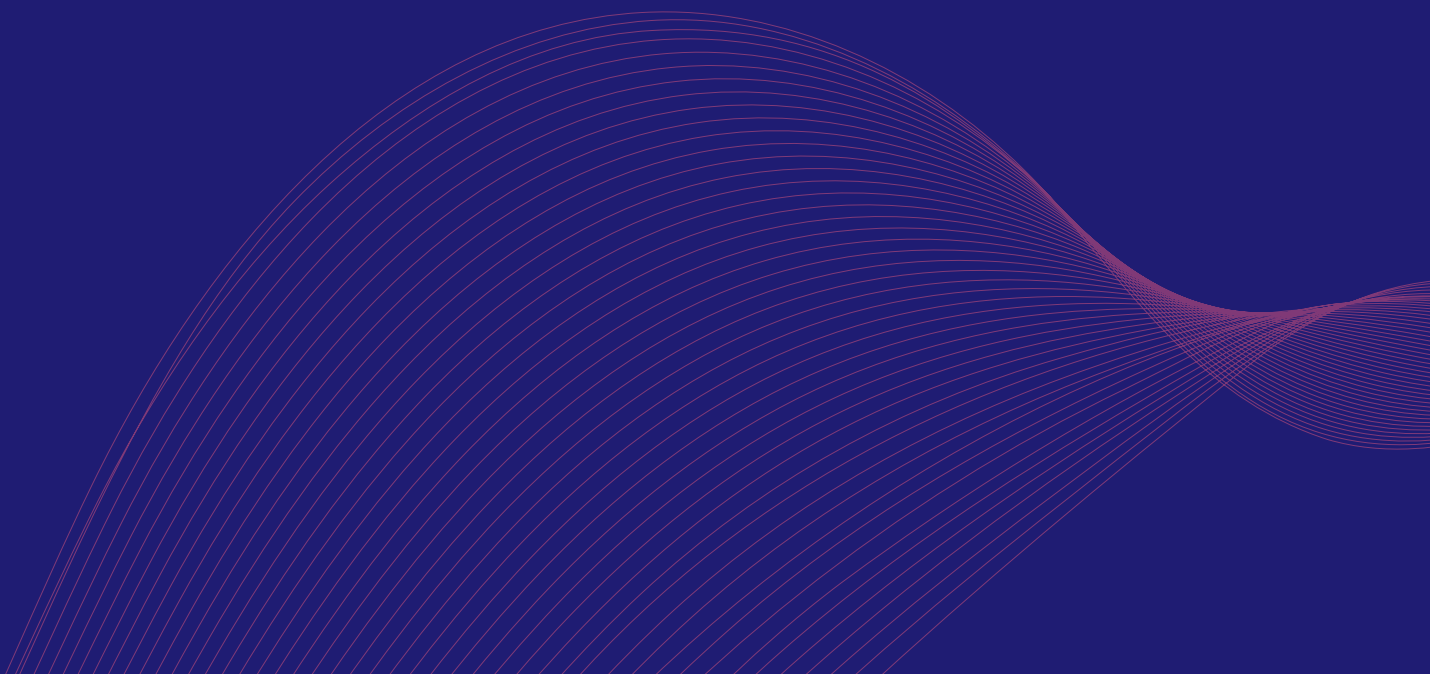
CLOSING OF DAY 1

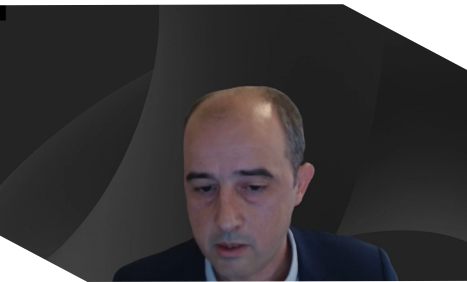# Day 2

DAY 2

Agile at scale: Scaling Agile in large, multidisciplinary, multicultural organisations

Amine Fendri

Road education and driving licenses:
Securing the data of millions of citizens ⬈

Amine Fendri,
Head of the Business
Applications Office,
French Ministry of Interior

Amine Fendri shared a real-world Agile transformation from within the French Ministry of Interior, detailing how the Éducation Routière et Permis de Conduire (ERPC) program modernised the country's driving license and road education systems. His presentation showcased the long-term application of SAFe in a high-stakes, mission-driven public setting.

Key points from his address:

• Mission-centric Agile at scale

Mr Fendri emphasised that Agile success in government must be anchored to public value. The ERPC program was structured around eight operational value streams and scaled over five years to two Agile Release Trains (ART), serving over a million citizens annually.

• SAFe tailored for institutional fit

Rather than force-fit the framework, the program adapted SAFe to administrative realities: longer planning cycles, embedded policy stakeholders, and phased governance.

• Flow metrics and Agile maturity

He underscored the use of flow indicators, stability scores, and delivery KPIs to track progress over 17 Program Increments — linking team health with delivery outcomes.

• Culture and enablement

Autonomous teams, 'ambassadors' connecting IT and users, and a high ART mood score demonstrated the human factors critical to Agile sustainability.

Thomas Quartier

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Contextualizing SAFe for the public sector: how to successfully and autonomously advance towards mission agility ⬀

Thomas Quartier,
Principal and Lean Agile
Public Sector Expert,
Capgemini

Dr Thomas Quartier delivered a framework for public institutions seeking to scale Agile successfully through contextualised SAFe adoption. Drawing from multiple EU government implementations, he outlined how to navigate complexity without losing coherence.

Key points from his presentation:

• Mission agility over methodology

Dr Quartier urged institutions to focus less on textbook Agile and more on aligning delivery with evolving mandates. SAFe, he argued, should be a compass — flexible, not rigid.

• Public sector-specific adjustments

He detailed concrete adaptations: outcome-linked budgeting, longer iterations, and formally defined roles for legal and policy in delivery teams.

• Progressive autonomy

Autonomy should be structured, not assumed. Dr Quartier recommended delegating incrementally and backing Agile teams with governance, metrics, and coaching.

• From pilot to institution-wide capability

True scaling, he stressed, requires leadership beyond IT, cross-functional training, and feedback loops that reach both citizens and executives.

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SAFe works in government — not by copying, but by contextualising.

Jean David Muller

Steering for value: Lessons learned to scale Agile and deliver at full performance

Jean-David Muller, brought a research-based view of Agile transformation in public administration, focusing on the long-term capability-building needed to deliver value at scale.

Key points from his address:

• Value over velocity

Mr Muller emphasised that scaling Agile is not about moving faster, but about steering delivery toward high-impact public outcomes — what he termed 'value streams that matter.'

• Public sector constraints

He highlighted the risks of uncritical Agile adoption in contexts with slow procurement, strong regulation, and political visibility. Transparency and stakeholder trust are key to momentum.

• Measurement and institutional learning

Mr Muller advocated for continuous performance feedback using lead times, outcome metrics, and retrospectives to create a learning organisation — not just a delivery pipeline.

Jean David Muller
Expert Partner – Applications,
Gartner

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Agile at scale isn't just about the method — it's about building the muscle to adapt, over and over again.

Anamelia Morales

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Quarterly Business Reviews (QBRs): Bridging governance and agility ⎋

Anamelia Morales, Associate Manager, NTT DATA

Anamelia Morales focused on the role of governance in large-scale Agile programs, presenting Quarterly Business Reviews (QBRs) as a strategic practice for aligning Agile delivery with institutional accountability. Her presentation offered concrete methods for reconciling flexibility with oversight in complex public sector environments.

Key points from her address:

• Governance and agility can coexist

Ms Morales positioned QBRs as a lightweight yet powerful mechanism for tracking program outcomes, evaluating risks, and course-correcting in real time — without undermining Agile principles. She framed them as 'structured reflection' rather than control checkpoints.

• Enabling cross-stakeholder dialogue

QBRs provide a shared space where delivery teams, policymakers, and legal/financial actors can engage in honest discussion. Ms Morales emphasised their value in surfacing hidden dependencies and shifting priorities collaboratively.

• Embedding QBRs into Agile rhythms

She advocated scheduling QBRs to align with Agile Program Increments (PIs), ensuring they reinforce rather than interrupt delivery cycles. This rhythmic integration promotes transparency, shared ownership, and adaptive planning across the organisation.

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Governance should evolve from being a gatekeeper to being a guide.

Martin Aspeli

Transforming immigration: Deloitte's insights from our 10 years of Agile delivery at scale with the UK Home Office 🗗
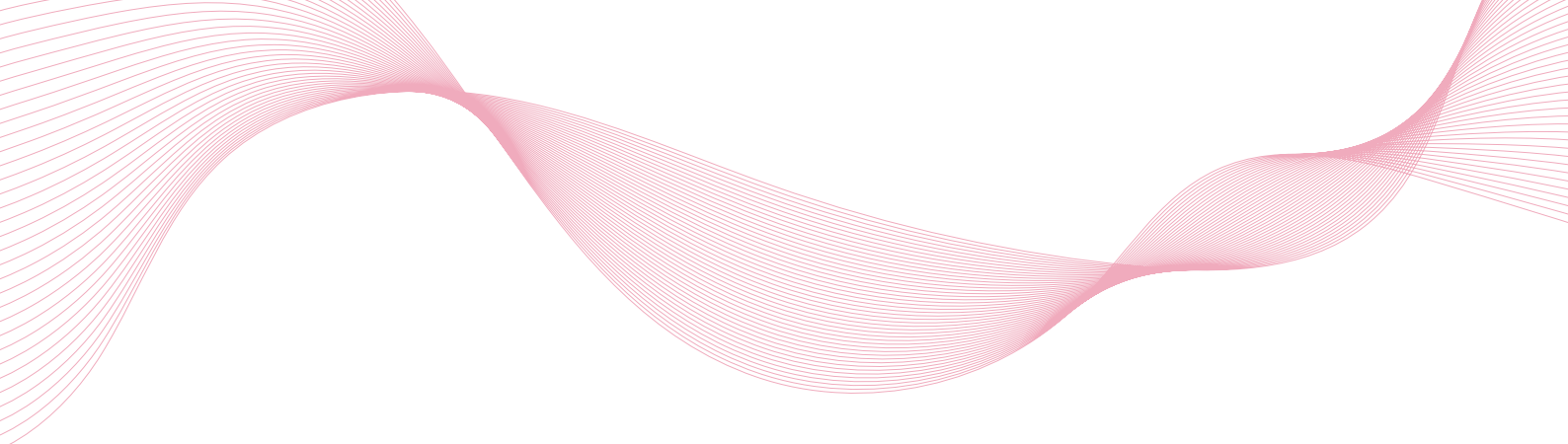
**Martin Aspeli,
Partner,
Deloitte**

Martin Aspeli shared insights from over a decade of Agile transformation within the UK Home Office, focusing on immigration systems and national-scale service delivery. His presentation illustrated what sustained Agile at scale looks like in practice, emphasising the interplay between technology, organisational design, and service outcomes.

Key points from his address:

• Agile in complex, regulated domains

Mr Aspeli emphasised that delivering mission-critical services — such as immigration casework — requires Agile teams to operate within legal and operational constraints. He highlighted how multidisciplinary teams, working across policy, tech, and frontline services, were essential to building trust and adaptability.

• Designing for longevity, not just delivery

He cautioned against short-term wins that neglect system sustainability. Instead, Mr Aspeli advocated for a product mindset: investing in maintainable architectures, long-lived teams, and ongoing measurement of citizen impact — not just feature output.

• Leadership and structure matter

Deloitte's success, he noted, came not from Agile training alone but from rethinking organisational structures, introducing Agile governance at executive levels, and embedding product ownership into the civil service. Institutional agility, he stressed, requires long-term commitment and sponsorship.

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We didn't just build software — we built the organisation that could keep building software.

Key insights and recommendations from session 3

Anchor Agile to mission outcomes, not just IT goals

Transformations succeed when tied to public value (e.g. road safety, immigration casework), aligning delivery with legislative and societal impact.

• Adapt frameworks like SAFe to institutional realities

Public organisations must tailor Agile to slower cycles, strict procurement, and layered governance structures.

• Invest in long-lived, multidisciplinary teams

Stable Agile Release Trains and cross-functional squads build institutional memory and reduce coordination overhead.

• Empower teams with governance, not control

Autonomy grows when paired with lightweight oversight (e.g. QBRs, value-based KPIs) that aligns delivery with accountability.

• Scale incrementally and deliberately

Start with visible pilots, track flow metrics and morale, and expand based on validated outcomes — not mandates.

06

Automation in IT/software development platform

Marcin Kucharski

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The development of modern applications in JHA EU Agencies: Innovation, challenges & considerations

Marcin Kucharski provided a detailed view into how Frontex is modernising digital service delivery in a complex, compliance-driven environment. He outlined how the agency is responding to increasing operational demands through standardisation, DevSecOps, and the establishment of a Software Factory — all while navigating legal constraints, procurement limits, and other challenges.

Marcin Kucharski, Head of the Digital Services Unit, Frontex

Key points from his address:

• Frontex's expanding role demands scalable, secure IT

As the largest EU agency with 2,500+ staff and operations in 30+ countries, Frontex faces rapid growth in operational and digital demands. IT must support real-time data processing, 24/7 operations, and ever-changing legal and security requirements.

• Key challenges of Software Factory deployment

Mr Kucharski highlighted several practical difficulties when implementing Software Factory including adapting development processes, balancing staff vs. external contractors, managing growing and shifting requirements across slots, tracking performance across multiple rotating teams, and ensuring consistent documentation and onboarding between team handovers.

• Software Factory is worth the effort

Despite its complexity and the numerous implementation challenges, the Software Factory is seen as a critical investment. It is expected to speed up service delivery by approximately up to 40% and help Frontex manage future digital demands more effectively.

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We need platforms that are not just scalable — but governable, secure, and built for Europe

Simon Melotte

Secure code to cloud:
Supercharge your DevSecOps journey ⬀

Simon Melotte explored how cloud-native security practices — particularly DevSecOps — can be supercharged through automation, enabling public sector teams to build secure, scalable applications faster. His talk focused on bridging the gap between agility and compliance using modern cloud toolchains.

Key points from his address:

• Security as code

Mr Melotte advocated for embedding security checks directly into development pipelines — such as policy-as-code, automated scanning, and infrastructure governance. These approaches enable continuous security validation, reduce manual effort, and eliminate late-stage surprises.

• Code-to-cloud visibility

He demonstrated how real-time visibility across the full development lifecycle (from source code to runtime environments) helps identify misconfigurations and threats early. Integrating observability tools ensures security decisions are based on actual context and usage.

• Shift left, but also shift smart

While endorsing the 'shift left' movement, Mr Melotte emphasised the importance of developer experience. Security automation must be lightweight, intuitive, and integrated with tools developers already use, or it risks being ignored or bypassed.

Simon Melotte,
Cloud Solutions Architect,
Palo Alto Networks

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The faster you code, the earlier you must secure.
Agility without visibility is vulnerability.

Brecht Seifi

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Accelerate analytical development at eu-LISA ⬈

Brecht Seifi presented on accelerating analytical development within public sector agencies, using automation and AI-driven platforms to bridge the gap between data science and operational delivery. His talk illustrated how tools for low-code analytics and reusable workflows are enabling faster, more reliable insight generation across institutions like eu-LISA.

Key points from his address:

• Democratising advanced analytics

Mr Seifi argued that data science must be accessible to non-specialists. By using guided interfaces and model templates, agencies can empower analysts and policy experts to create, test, and deploy models without deep technical expertise.

• From experimentation to operationalisation

He emphasised the need to move analytics out of 'innovation labs' and into production systems. Automation of data prep, model validation, and deployment helps close this gap and ensures that insights inform real-time operations and policymaking.

• Governed AI at scale

In highly regulated environments, Mr Seifi underscored the importance of auditability and version control. Automated pipelines help ensure that all models and outputs are explainable, repeatable, and compliant with ethical standards and institutional mandates.

Breicht Seifi,
Lead Advisor
European Institutions,
SAS

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If insights aren't fast, they're forgotten. And if they aren't governed, they're just risk.

Jan Van Wassenhove

**Jan Van Wassenhove,
Technical Director –
'Design and Develop',
Sopra Steria**

Developer productivity in the age of AI: Unlocking pvroductivity with our Digital Enablement Platform (DEP) ⬈

Jan Van Wassenhove addressed the evolving expectations for developer productivity in the era of AI, presenting Sopra Steria's Digital Enablement Platform (DEP) as a strategic response to the scale and speed challenges faced by public sector IT organisations.

Key points from his address:

• Platform-driven productivity

He introduced DEP as an end-to-end environment combining development tools, standardised APIs, testing frameworks, and AI-powered assistance to help developers deliver faster, with higher quality and greater compliance. The platform aims to reduce friction across the SDLC.

• AI as an accelerator, not a shortcut

Mr Van Wassenhove cautioned against over-reliance on generative AI, emphasising the importance of combining automation with human oversight and contextual knowledge. AI should enhance team output — not replace critical thinking or architectural discipline.

• Embedding standards by design

A core feature of DEP is the automatic enforcement of architectural and security standards. By embedding these into the platform, Sopra Steria enables teams to focus on business value without sacrificing alignment or control.

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True enablement means removing barriers — without removing accountability.

José Gómez

The AI Factory Behind Tomorrow's Software ⬈

Jose Gomez explored the concept of the AI Factory as a foundational model for building future-ready software systems. His talk emphasised the convergence of AI, cloud-native platforms, and DevSecOps in creating secure, automated environments capable of adapting to public sector demands at scale.

Key points from his address:

• From pipelines to factories

Mr Gomez argued that the software supply chain must evolve into a repeatable, automated 'factory' model where AI supports continuous integration, testing, and deployment. This paradigm enables consistent delivery across diverse teams and services.

• AI-powered automation

He demonstrated how AI can be leveraged to optimise infrastructure provisioning, monitor system health, and identify anomalies in real-time. These capabilities reduce operational overhead and allow teams to focus on value delivery rather than reactive maintenance.

• Built in security and observability

Mr Gomez stressed that AI-native platforms must embed zero-trust security, policy enforcement, and comprehensive observability. These principles are essential for maintaining trust in fast-moving, data-intensive environments.

**José Gómez,
Director of Technical
Marketing Engineering,
NKP and Cloud Native,
Nutanix**

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You don't need more tools — you need smarter foundations.

Key insights and recommendations from session 4

• Build modular platforms, not isolated applications

Standardised, composable services increase reuse, agility, and system resilience across EU agencies.

• Automate compliance and security by design:

Embedding security, testing, and policy-as-code into pipelines reduces risk without slowing delivery.

• Leverage AI to amplify — not replace — teams

AI-powered tooling (e.g. code assistants, observability, ML ops) boosts developer productivity and insight generation when used transparently.

• Prioritise platform governance and scalability

Agencies must ensure automation frameworks are secure, traceable, and support interoperability at the EU level.

• Treat automation as an enabler of collaboration

Shared platforms and toolchains foster cross-agency alignment, reduce duplication, and address skills gaps.

07

Monitoring and data analysis tools for continuous delivery in Agile software development environments

Mustafa Musaji

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Continuous delivery with safety and efficiency ⬈

**Mustafa Musaji,
EMEA Principal
Solutions Architect,
Red Hat Limited**

Mustafa Musaji discussed how developer productivity and software security can be significantly improved through standardised developer portals, automation, and built-in security practices across the software development lifecycle. He emphasised the importance of proactively embedding security measures — such as automated artifact signing, vulnerability scanning, and continuous monitoring — to mitigate rising software supply chain risks and reduce developers' cognitive overload.

Key points from his address:

• Developers face cognitive overload

Mr Musaji delved into how high cognitive load due to increasing workloads, constant technological changes, and lack of standardized tools significantly reduces developer productivity and innovation capacity.

• Internal Developer Portals improve efficiency

Mr Musaji stressed that implementing an Internal Developer Portal (IDP) provides developers with a self-service, centralised hub for accessing standardised tools, infrastructure, documentation, and curated content, significantly reducing complexity and accelerating onboarding.

• Golden Path Templates standardise development

"Golden Path Templates" embed organisational best practices, automating repetitive tasks such as project creation, repository setup, and infrastructure provisioning, thus enabling rapid, consistent, and secure development.

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Agile delivery in government must be safe by default, automated by design.

Jose Rui Teixeira Nunes

Bringing AI to Agile software development with Amazon Q Developer

Jose Rui Teixeira Nunes explored how generative AI tools like Amazon Q Developer can accelerate Agile software development by enhancing productivity, improving code quality, and bridging skill gaps. His presentation focused on the practical integration of AI into existing DevOps workflows for public sector organisations.

Key points from his address:

• AI-augmented development

Mr Nunes demonstrated how Amazon Q Developer assists with real-time code suggestions, documentation generation, and test creation. By embedding AI into everyday developer environments, teams can reduce cognitive load and focus on innovation.

• From efficiency to consistency

He stressed that generative AI improves not only speed but consistency — especially when paired with secure, cloud-based repositories and compliance controls. This is critical for agencies that must uphold strict coding standards and auditability.

• Responsible AI adoption

Mr Nunes addressed the importance of ethical and responsible AI use in government software. AWS's tools integrate guardrails and data protection measures, enabling AI-driven development without compromising transparency or control.

Jose Rui Teixeira Nunes
Solutions Architect,
Amazon Web Services

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AI won't replace developers — but it will transform how fast and how well they work.

Olivier Ménil

Agile cybersecurity: Simplify and strengthen cloud security 🡕

Olivier Ménil concluded the session by addressing the cybersecurity dimension of Agile development in the public sector. His presentation focused on integrating security into cloud-native application delivery, emphasising how to maintain trust while accelerating innovation.

Key points from his address:

• Agile cybersecurity at scale

Mr Ménil argued that security must be an intrinsic part of Agile workflows — automated, invisible, and continuous. He presented Fortinet's approach to embedding protection across hybrid environments, from source code to runtime infrastructure.

• Simplifying complexity

With fragmented cloud environments and layered responsibilities, Mr Ménil emphasised the importance of unified security frameworks. Automation and policy orchestration reduce configuration errors and ensure consistent enforcement of rules across applications and infrastructure.

• Secure by default, agile by design

He stressed that security should not come at the cost of delivery speed. Instead, DevSecOps practices — integrated testing, policy-as-code, and real-time visibility — enable both resilience and responsiveness.

Olivier Ménil,
Strategic Advisor,
Fortinet

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Agile without security is fragile. The future is built on trusted speed.

Key insights and recommendations from session 5

• Visibility is the backbone of safe agility

Real-time monitoring and observability tools enable responsive, secure operations in fast-paced Agile settings.

• Embed metrics into DevSecOps flows

Performance, security, and delivery metrics should be automated and continuously available to all stakeholders.

• Use AI to enhance delivery intelligence

Generative AI and cloud-native analytics help teams identify risks, validate code, and improve delivery velocity — when governed responsibly.

• Simplify toolchains without losing traceability

Consolidated platforms must still meet audit, compliance, and transparency requirements typical of the public sector.

• Treat cybersecurity as continuous, not static

Automated policy enforcement and runtime threat detection must evolve alongside Agile development to preserve trust.

CLOSE OF THE EVENT

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Closing remarks

Philippe Harant

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Philippe Harant closed the 2025 Industry Roundtable by reflecting on the shared themes and forward-looking strategies discussed over the two-day event. He emphasised eu-LISA's commitment to driving digital innovation in the public sector while ensuring trust, scalability, and operational readiness.

Key points from his address:

• Successful engagement

The event brought together a diverse group including EU member states, industry partners, and academia, with a strong focus on new IT working methods and Agile transformation.

For the first time, academia was given a prominent role, enriching discussions around the origins, benefits, and challenges of new agile approaches.

• Agile transformation as cultural change

Mr Harant highlighted that agile is not just a technical method but a cultural shift requiring commitment across all levels — individuals, teams, and organisations.

He stressed the importance of personal connections and iterative dialogue as vital to successful transformation.

• Long-term transformation journey

Referencing the Danish Tax Office's 10-year agile journey, he reminded participants that transformation takes time and perseverance.

Agile principles offer a flexible framework to adapt to specific contexts, with the mantra of 'fail fast and soon' to achieve success faster.

Philippe Harant, Head of the Strategy, Capabilities and Coordination Unit, eu-LISA

• Tools and performance measurement

Emphasis was placed on the need for automation, AI, and robust performance tracking (via KPIs and quarterly business reviews) to support Agile development and continuous improvement.

• Platform for identifying needs and solutions

The Industry Roundtable remains a unique space for the EU, Member States, academia, and industry to identify gaps and co-create practical solutions to meet evolving challenges.

• Acknowledgements and future plans

Mr Harant thanked the Polish presidency, eu-LISA teams, speakers, and organisers for their efforts in making the event a success.

He announced a pause in the organisation of Industry Roundtables to focus on eu-LISA's upcoming annual conference on European sovereign technology in October, with the next Industry Roundtable planned for June 2025.

Participants were encouraged to explore the rich content available online and upcoming reports from eu-LISA on identity management and sovereign cloud technologies.

Building better software is at the core of our mission to provide enhanced services that benefit Member States and ultimately the European citizen.