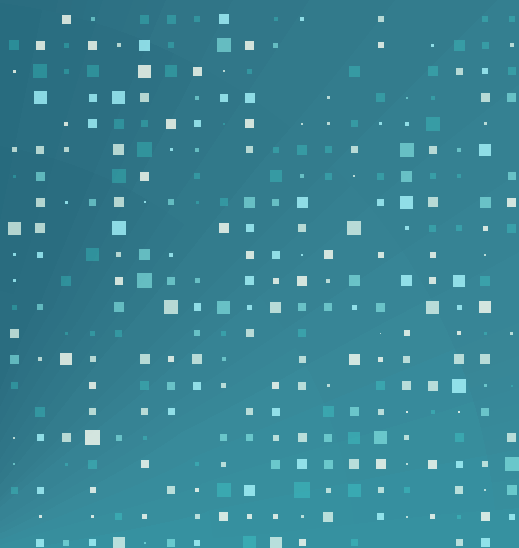
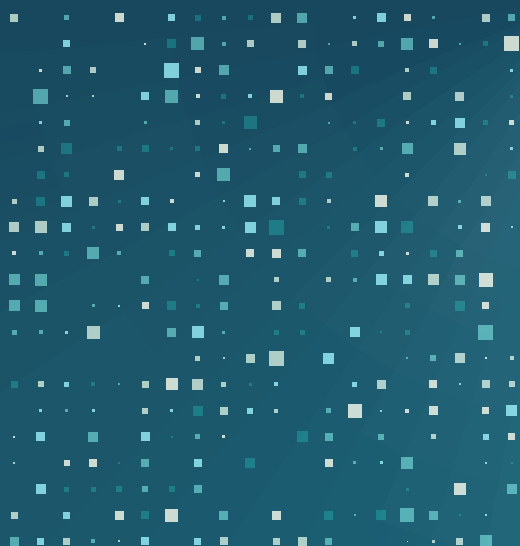




STRATEGIC PLAN

2026
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2030





Excellence Through People 1000:2017



EAFS | DUBLIN 2025



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Minister's Foreword

A free society is dependent on the rule of law that must be applied rigorously, impartially, and fairly, in accordance with the values of democracy and fundamental human rights.

Forensic science, and Forensic Science Ireland, is uniquely positioned to support our foundational legal principles that include transparency, accountability, and impartiality. The completion of FSI's state of the art facility at the Backweston Campus was a significant milestone for forensic science in this country and will allow the organisation to meet the growing demands of the future.

In keeping with the best traditions of scientific rigour and evidence-informed analysis, it is only fitting that this strategic plan has been developed following extensive consultation, deliberation and discussion with partners from the criminal justice system. It truly reflects FSI's organisational values of professionalism, integrity, service excellence and innovation.

FSI plays a vital role in our criminal justice system in Ireland. Recent advances in forensic science have had an enormous impact on the ability of the criminal justice system to deliver justice for victims and deter crime, so it is important that FSI is prepared for and ambitious about the future, while remaining adaptable to the ever-evolving worlds of criminal justice and forensic science.

The identification of the six interdependent themes of *Service Effectiveness; Investing in our People; Science, Technology, Research and Innovation; Partnership and Cross-Sectoral Influence; Quality Systems, and Environment, Social and Governance*; provides an effective framework upon which the organisation can prosper, grow, and continue to make such an important contribution to our society at large and the justice system in particular. This plan embodies FSI's vision of *Science Supporting Justice*.

I look forward to the start of the organisation's next 50 years.

Is mise



Jim O'Callaghan T.D.

Minister for Justice,
Home Affairs and Migration

Director General's Foreword

Forensic science has been well established globally as one of the mainstays of a criminal justice system. It is the application of rigorous scientific principles in the pursuit of truth. From the early days of fingerprinting and rudimentary blood typing to the transformative power of DNA profiling, our field has evolved into the backbone of the criminal justice system.

When one reads the 50-year history of Forensic Science Ireland (FSI) it is clear that much is owed to a small number of dedicated individuals. Over the years, this small cohort of visionary leaders, together with the staff of the organisation, have been stewards of forensic science in Ireland. They have constantly shaped and evolved the agency into the world class organisation it is today.

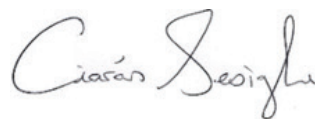
However, we are no longer just keepers of forensic science, we are custodians of public trust. As we look toward a future dominated by rapid digitisation, AI-driven analysis, hyper-sensitive equipment and increasingly sophisticated criminal activity, our role is shifting. The science is changing and FSI must keep pace if we are to retain public trust. We must innovate how we operate with speed and agility so we are providing the service required by our stakeholders and we must position ourselves at the leading edge of forensic science.

This strategy is our commitment to continuing the legacy of innovation and leadership that has built FSI. It acknowledges our rich history while positioning this laboratory as a leader in the next era of discovery. We are not just helping to solve the crimes of today; we are building the scientific infrastructure that will safeguard the integrity of justice for generations to come.

As we look forward to the next 5 years, excellence in service delivery will remain central to our mission. We will retain a relentless focus on quality, and we will be collaborative and supportive partners across the criminal justice ecosystem. We will transform how we operate to provide the most efficient and effective service possible, and we will look to the future by investing in research and development in forensic science.

Crucially, we are committed to attracting, retaining and developing the best people. We recognise that the staff of FSI are not just the people who deliver a quality forensic service today, they are also the future leaders of the organisation who will be the next generation of stewards of forensic science in Ireland.

Finally, I'd like to take this opportunity to thank everyone who contributed to the development of this strategy. Many thanks to all our stakeholders for your input and your ongoing support. Thank you to all the hard-working staff of FSI and in particular, to all of you who helped shape and draft this strategy.



Dr. Ciarán Seoighe
Director General
Forensic Science Ireland

Introduction

Forensic Science Ireland (FSI) is an executive agency of the Department of Justice, Home Affairs and Migration. We work together to deliver to best international standards, comprehensive scientific analysis, independent expert opinion, advice and training to support the Irish Criminal Justice system.

FSI was established in 1975 to provide a scientific service to the Criminal Justice System by analysing samples submitted from crime scenes and providing expert evidence in criminal trials. Its remit expanded in 2014 following the enactment of the Criminal Justice (Forensic Evidence and DNA Database System) Act 2014, which designated FSI as custodians of that database. Further expansion of FSI's services took place in 2019 when the responsibility for the Fingerprints and Documents and Handwriting services transferred from the Garda National Technical Bureau to Forensic Science Ireland.

Who We Are & What We Do

FSI operates from a state-of-the-art facility at Backweston Laboratory Campus, Celbridge which is considered one of the most advanced forensic science facilities in Europe. FSI is a knowledge-based organisation and the expertise of our staff is our most valuable asset. As of early 2026 we have just over 200 staff, including scientists, analysts, administrative personnel and seconded Garda members. Approximately half of the organisation has joined since the last Strategic Plan, reflecting a period of rapid expansion to support new and existing services.

At FSI, the work we do truly matters. Every task, from routine analysis to more complex examinations, makes a difference, by supporting accurate and reliable decision-making. The results produced can have a direct impact on a criminal case by helping to address issues and providing expert opinion in a framework free from bias.

Our Management Team



Director General
Dr. Ciarán Seoighe



Director of
Physical Analysis
Dr Dyan Daly



Director of DNA &
Biological Analysis
Dr Dorothy Ramsbottom



Director of Science
& Development
Dr Edward Connolly



Director of
Chemical Analysis
Dr Yvonne Kavanagh



Director of
Corporate Services
Dr Fiona Thornton

Our Services

FSI's services support both the crime investigation and judicial processes within the Irish Justice System. Scientists examine items from crime scenes, assess links between suspects, victims and scenes and provide objective evaluations of context and scientific facts. FSI plays a role in most major criminal trials in Ireland. Its areas of work span three primary scientific domains: DNA & Biological Analysis, Chemical Analysis and Physical Analysis.

The introduction of DNA technologies and the establishment of the DNA database have been transformative for the Irish Justice System. DNA profiles are created from submitted exhibits and then compared against profiles obtained from suspect samples. Blood Pattern Analysis (BPA) and Body Fluid Analysis (BFA) and the examination of damage to clothing are also carried out by scientific experts in this department. FSI has a central role in the management of the national DNA database, which is overseen by the Independent DNA Database Oversight Committee. It also supports the international exchange of DNA profiles under the Prüm Treaty, allowing for automated comparisons with those of participating European countries. FSI plays a crucial role in the identification of human remains and missing persons and will continue to work with the Office of the Director of Authorised Interventions, Tuam (ODAIT) to deliver a range of forensic services to the Tuam Mother and Baby Institution intervention.

The Chemical Analysis department handles the highest number of submissions, primarily involving substances suspected to breach the Misuse of Drugs Act. Submissions can involve complex polydrug seizures, new psychoactive substances as well as new presentations (such as jellies) that pose particular challenges for analysis and the health of users. Through their work in emerging drug analysis, the Drugs Team have influenced legislative decisions and provide market and trend information to An Garda Síochána as well as the Department of Health. In addition to drugs submissions, toxicology samples associated with sexual assault cases are analysed and evaluated.

The Physical Analysis Team, created after the integration of various Garda National Technical Bureau (GNTB) disciplines, conducts Fingerprint and Documents & Handwriting examinations, trace-evidence comparison (such as glass, paint, fibres, and firearm residue) and specialised assessment including tachograph analysis, impression evidence, accelerant detection in fire debris and explosive analysis. Many specialised instruments and complex interpretations are part of the work in this department which together with the forensic scientist helps determine the significance of finding the trace evidence considered under mutually exclusive hypotheses.

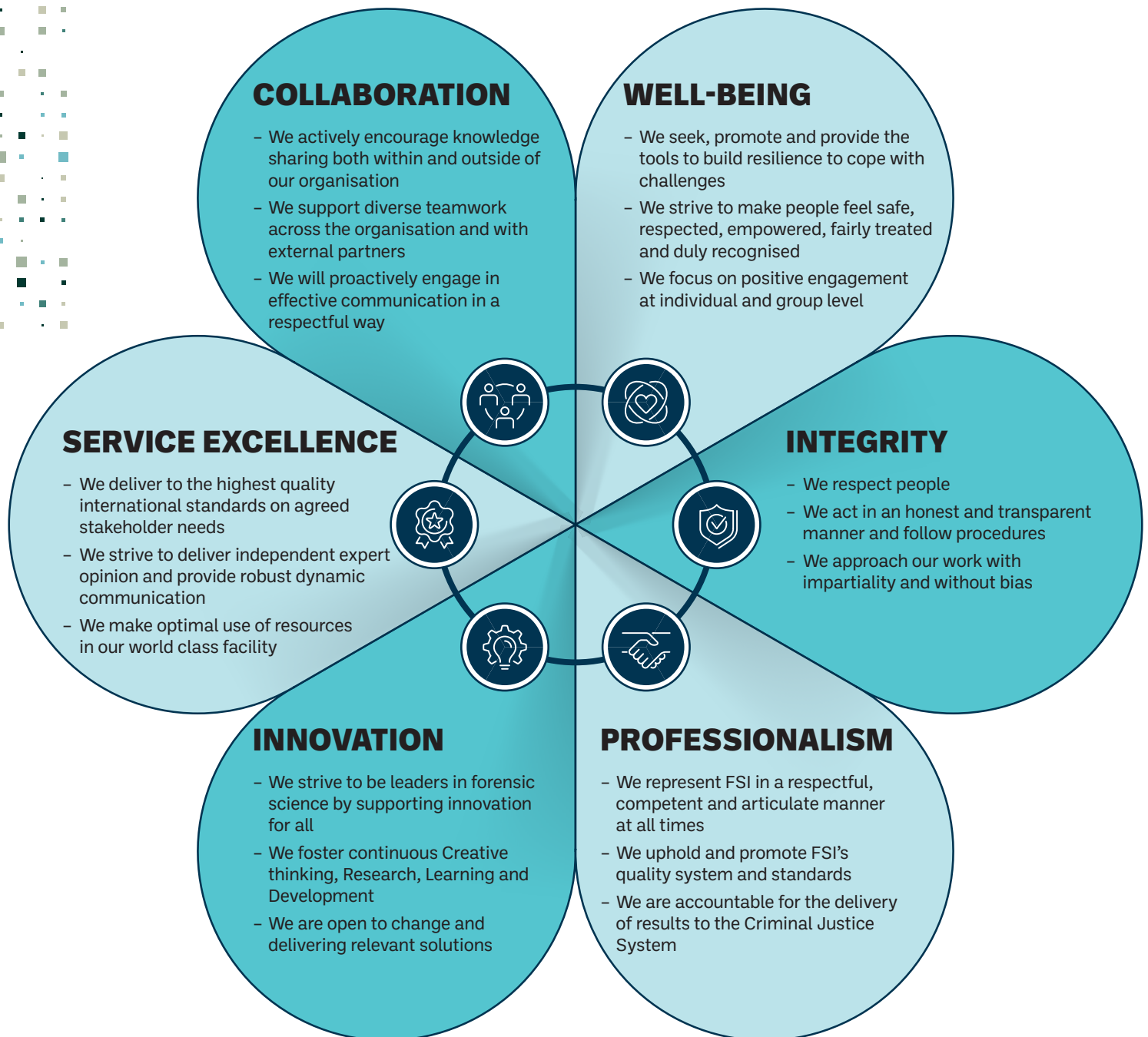
Most cases originate from An Garda Síochána, but material is also received from Fiosrú, Office of the Police Ombudsman (formerly GSOC), Customs & Excise, and the Military Police. Staff maintain strict chain of custody protocols, provide expert courtroom testimony, deliver training, advise on evidence collection, offer out of hours services, and attend crime scenes where required.

In addition to case work, FSI is a founding member of the European Network of Forensic Science Institutes (ENFSI), as well as the Association of Forensic Science Providers (AFSP), actively contributing to the working groups that set international forensic standards. FSI maintains accreditation to ISO17025 (2017) and holds a Platinum Excellence through People certification. It implements actions under the Irish Human Rights and Equality Commission's Act 2014.

The work FSI does ensures the Irish Justice System benefits from rigorous science aligned with best international standards.



Our Values



Our Purpose, Vision and Mission

Forensic Science Ireland's purpose is **Science Supporting Justice.**

Our purpose is distilled into three powerful words that provide real clarity, ensuring every decision we make is based on a single, focused intent. This unique simplicity helps transform our broad mission into a daily call to action for everyone in FSI and having celebrated our 50-year anniversary in 2025, we believe that this purpose statement has endured and is heart-felt across the organisation.

Forensic Science Ireland's **Vision** is **to be one of the most innovative forensics agencies at the leading edge of forensic science.** This vision represents FSI's desire for advancing forensic science and technology for the benefit of society. It also signals a focus on continuous improvement so we can provide an effective, adaptable and efficient service.

Forensic Science Ireland's **Mission** is to provide the Irish Justice System with an integrated forensic science service through independent, expert opinion, analysis and advice to the highest quality international standards.



Strategic Plan 2026-2030

From its inception in 1975, Forensic Science Ireland has evolved and transformed continuously and is now located in a purpose built, state-of-the-art forensic science laboratory in the State's scientific campus in Backweston. To fully capitalise on the new facility, and to deliver this ambitious strategy, the organisation needs to grow and transform once more. This will occur in two broad phases.

Recognising that people are at the core of any organisation's success, in the first phase we will focus on staffing (attracting, developing and retaining the best talent) which will enable us to address our case backlog and deliver a forensic service to the highest international standards. In parallel we will work on enhancing our corporate services capability to meet the changing demands of the organisation.

In the second phase we will shift to optimisation, with an increased focus on innovation, partnerships, horizon scanning, digitisation, intelligence insights, scientific research and being the leading voice of

forensics in Ireland. We recognise that everything we do must stand up to intense scrutiny.

While this strategy will be delivered in two broad phases, the organisation will remain true to its central purpose of service delivery effectiveness and quality assurance throughout.

The six inter-dependent themes that have been identified for FSI's Strategic Plan over the next five years are illustrated below.



01

Service Effectiveness reflects the need to continue to act with responsiveness, adaptability and flexibility to provide a high-quality service that meets the evolving needs of the Justice System and society. We will build on a culture of continuous improvement and will use data analytics to inform efficiencies with the current processes, identify new areas for development and deliver a smarter, more efficient service aligned with demands, available resources and trends in crime. We will collaborate with partners to support the delivery of shared outcomes, including the provision of expert witnesses for court, out of hours service and scene of crime training.

02

Investing in our People is critical in progressing any of our strategic themes. We need to attract talented individuals and continuously develop our staff at all grades. To keep pace with the changing world of forensics we must enhance existing capabilities and develop new ones through training, development, coaching, mentoring and education. In a challenging environment where STEM graduates are experiencing full employment, FSI needs to showcase the societal impact of our work and support our staff through well-being initiatives and a supportive work culture. We need to grow the organisation to fulfil service demands with acceptable backlog levels. We will focus on enhancing FSI's external brand and visibility and strengthen both our external and internal communications.

03

Science, Technology, Research and Innovation is a cornerstone of FSI with both an internal and external focus to drive our capabilities in scientific examinations and analyses as well as introducing new technologies. The expertise and experience of our staff enables FSI to drive and influence forensic research and innovation. We will collaborate with the academic community and our stakeholders to build awareness of emerging technologies and their potential for application in Forensic Science. We will continue to lead in our Expert Evaluative Opinion (EEO) approach to forensic casework and maintain our active participation in all relevant ENFSI and AFSP working groups. We will continue to develop our ICT systems and data analytic tools to facilitate our scientific innovation.

04

Partnership and Cross-Sectoral Influence establishes FSI as an effective partner across the criminal justice system and beyond. FSI will work with key stakeholders to support and influence policies, legislation and practices that will increase the efficiency and effectiveness of its services.

05

Quality Systems reflect our imperative to deliver robust, transparent, balanced and logical analyses, opinions and interpretations and ensure we are operating to the very best international practices. Our work is accredited by the Irish National Accreditation Board (INAB) to ISO17025, the rigorous standard for testing laboratories, which provides independent external quality assurance of our technical and management standards.

06

Environment, Social and Governance activities extend across all areas of FSI. We are ambitious about our 2050 emissions targets and we will introduce initiatives that will have a tangible impact. As a science-based organisation, we will promote greater public awareness of forensic science and be champions of STEM education and engagement. We will build on our robust governance frameworks by developing a deeply embedded culture of transparency and scientific rigour.

Theme 1

Service Effectiveness



Strategic Goals

- 1** Continue to act with responsiveness, adaptability and flexibility to provide a quality service that meets the needs of the Justice System and society.
- 2** Further develop data analytics to inform efficiencies with the current processes, identify new areas for development and deliver a smarter, more efficient service aligned with demands, resources and trends in crime.
- 3** Collaborate with partners to support the delivery of shared outcomes, including scene of crime training and the provision of trained expert witnesses for court, who can provide expert testimony highlighting both the value and limitations of the evidence.
- 4** Fulfil commitments and obligations under National and EU Law and in International fora.

Strategic Objectives:

1. Continue to offer a responsive service for major or urgent cases through accessibility to forensic science advice, streamlined case prioritisation, at scene attendance and out of hours support.
2. Enhance flexibility by arranging resources in FSI to deliver the most efficient organisational structure, improved communication and transparency in governance.
3. Ensure the laboratory is sufficiently resourced to meet growing requirements from stakeholders.
4. Develop a Corporate Services capability that will provide, Finance, HR, Facilities and other services across the laboratory, allowing scientists to focus on delivering casework.
5. Maximise the potential of the new laboratory space to engage in customer focussed discussions on casework approach, scientific analysis and robust interpretation resulting in faster decision making and turnaround times for reports.
6. Implement Data analytical tools and dashboards to review service demands, resources, processes, analytics and reporting for all evidence types to help deliver a more efficient, targeted service.

7. Increase the capacity and broaden the range of services offered today and adapt to the changing profile of cases through a focus on process improvement, innovation, efficiencies and staff recruitment and development.
8. Further develop the relationships, communication and collaboration with AGS and the DPP to improve our efficiency and effectiveness. This should include an evaluation of work from crime scenes to court and assessing where efficiencies can be gained. It will also include broader contribution to scenes of crime training.
9. Continue to inform the National Drug strategy by reporting emerging drug trends to support the health led response to possession of drugs for personal use.
10. Strengthen, advance, and promote reporting by FSI to the European Union Drugs Agency (EUDA) on first time drug detections.
11. Continue to maximise the use of the DNA Database System and the Fingerprint Database, to drive an intelligence led approach to current casework demands, Cold Case review and international exchange of biometric data and crimestains/latent marks through Interpol, Prüm and Sirene.
12. Continue to meet our Domestic and International commitments and obligations through the use of the latest technology and resources:
 - To assist in and support Missing Persons Investigations
 - For the identification of Human Remains under the Institutional Burials Act, 2022
 - In the Management of the movement of people across international borders under the EU Pact on Migration and Asylum.



Theme 2

Investing in our People



Strategic Goals

- 1** Actively promote FSI as “an employer of choice” to attract talented individuals.
- 2** Invest in our staff through learning and development opportunities at every grade, creating an environment where staff at all stages of their career can thrive.
- 3** Champion FSI’s values through wellbeing, diversity, inclusivity, collaboration and effective communication to foster a positive, respectful, and supportive atmosphere.
- 4** Sustain and retain our knowledgeable and competent workforce.
- 5** Optimise our recruitment processes to expeditiously fill vacancies and gaps with skilled professionals and continuously improve the essential service we provide.

Strategic Objectives

1. Actively promote FSI as a progressive employer of choice, showcasing our commitment to cultivating a dynamic, supportive and evolving work environment.
2. Strive to maintain the Excellence Through People Platinum award by actively promoting a positive, inclusive, and healthy work environment. Use this and related programmes to continuously improve strategies around staff development, wellbeing, diversity and employee engagement.
3. Shape a culture which promotes job satisfaction and pride in our impact within the criminal justice system and society.
4. Recruit top talent to achieve full staffing capacity in line with our work force plan, establishing a strong corporate framework, enabling both administrative and scientific sectors to operate efficiently.
5. Support staff in their career by offering a range of targeted training opportunities tailored to their professional development needs, while also acknowledging and celebrating their achievements.
6. Nurture succession planning within FSI, to encourage professional growth, ensuring a strong focus on coaching, mentoring and leadership management training.
7. Provide continuous support to staff engaging in development opportunities, offering guidance and resources to help them reach their full potential and advance within the organisation.
8. Ensure communication both internally and externally is effective and consistent, through promoting visibility of who we are and what we do, whilst encouraging cross sectional information sharing





Theme 3

Science, Technology, Research and Innovation



Strategic Goals

- 1** Collaborate and partner with the academic community and other forensic organisations to lead and drive research and innovation, scientific development, and implementation of new technologies in FSI.
- 2** Continue our active participation in all relevant ENFSI and AFSP working groups and consolidate our high standing in the wider forensic community.
- 3** Increase our digital and automation technology to optimise our process streams in forensic examinations and analyses. Continue to develop our ICT systems and data analytics tools in a strong and secure manner.

Strategic Objectives

1. Strengthen, advance, and promote research and development, supported through a new innovative framework headed by a Principal research scientist and the establishment of a Student Internship programme. Further develop FSI's research capability through external collaborative research networks with universities, industry partners and government. Develop enduring capabilities and training programs for future needs. Identify funding opportunities to support forensic science research and innovation projects.
2. Explore emerging technologies such as Artificial intelligence (AI) and their application. AI is relatively new to the area of forensic science. While AI is most often used in digital forensics, there is increasing scope to use it in traditional areas in trace evidence examinations and comparisons. FSI plans to fully explore and develop the opportunities that exist in this expanding field while recognising the importance of innovation at the speed of trust.
3. By proactive horizon scanning, FSI aims to integrate innovative technologies effectively and ethically, ensuring the field remains robust and capable of addressing future crime and security risks.
4. Actively participate in expert working groups across Europe (e.g. ENFSI, UK Forensic Regulator and AFSP) and collaborate with other forensic science providers (FSPs). We will use these fora to share expertise and extend the boundaries of forensic science by generating new knowledge and insights.
5. Consolidate our international scientific reputation following FSI's hosting of the European Academy of Forensic Science (EAFS) Conference in Dublin in 2025 and through the presentation of scientific results, written reports and peer-reviewed publications both nationally and internationally. Continue to support the European Academy into the future, particularly during the 2028 conference in Glasgow.
6. Optimise FSI's recent investment in new instrumentation and a new laboratory to provide innovative solutions for process improvement, and further opportunities for research.
7. Maximise FSI's capabilities by introducing or upgrading to the latest forensics IT systems (such as Prüf II, AFIS 2.0) and enhancing data sharing with key stakeholders across the criminal justice sector (e.g. Criminal Justice Operational Hub Projects).

Theme 4

Partnership & Cross-Sectoral Influence



Strategic Goals

- 1** Support and influence policies, legislation and practices that will increase the efficiency and effectiveness of FSI's services and the criminal justice system over this timeframe.
- 2** Provide support to other public sector bodies to achieve mutually agreed goals.
- 3** Be the recognised and trusted voice of forensic science in Ireland.

Strategic Objectives

1. Acknowledging FSI's new location at the Backweston Laboratory Campus, continue to foster collaborative working relationships with An Garda Síochána at an operational and strategic level to the mutual benefit of both organisations.
2. Introduce the first Criminal Justice Operational Hub (CJOH) solution into FSI to improve the visibility and prioritisation of cases in the system. Expand the use of the CJOH over this strategic planning timeframe.
3. Influence policies, legislation and practices to:
 - increase the use of remote court hearings for expert witnesses around the country;
 - increase the use and acceptability of Presumptive Drugs Testing (PDT) consistently throughout the state.
4. Rationalise the submission process for all case types, including implementation of a Drugs triage system, so that FSI's resources are focussed on the most important cases for the criminal justice system.
5. Support new cross-sectoral initiatives, such as cross-sectoral job shadowing, to develop deeper knowledge of the criminal justice system within FSI and raise awareness of FSI's capabilities and service offerings externally.
6. Make forensics experts available to participate in relevant government fora outside the justice system such as Oireachtas Committees, working groups, etc.
7. Be active partners across the European forensic science community contributing to best practice, collaboration and knowledge generation and sharing.





Theme 5

Quality Systems



Strategic Goals

- 1** Uphold our robust quality-focused forensic science service.
- 2** Ensure we are at the forefront of best international practices.
- 3** Adopt a balanced, logical and transparent approach to casework.

Strategic Objectives

1. Uphold our ISO accreditation using ISO/IEC 17025 as the quality management system. Extend our scope of accreditation in all fields of work to reflect any new developments and innovations across scientific areas, ICT capabilities and management practices.
2. Assess the ISO 21043 standard, which is specific to forensic science and appraise how it can be assimilated within the scope of our accreditation under ISO/IEC 17025.
3. Be a leader in developing and applying expert opinions and interpretation to our work, including the Expert Evaluative Opinion (EEO) approach in forensic casework reporting, ensuring the robustness of the scientific work, as well as being impartial, is transparent and free from bias.
4. Actively participate in international benchmarking exercises and use the knowledge gained to continuously refine and innovate our practices and deliver a service that meets or exceeds the highest quality standards. Deliver a comprehensive programme of internal assessment and participate in external proficiency and quality assurance activities to reinforce our commitment to excellence.
5. Work with our ENFSI partners in implementing their European Forensic Science Area 2.0 Action Plan, especially in relation to aspects such as multidisciplinary trials and reviews of Best Practice Manuals for the technical working groups.
6. Uphold the highest quality standards in fulfilling our obligations under international agreements such as Prüm, Interpol, and Sirene.

Theme 6

Environment, Social and Governance



Strategic Goals

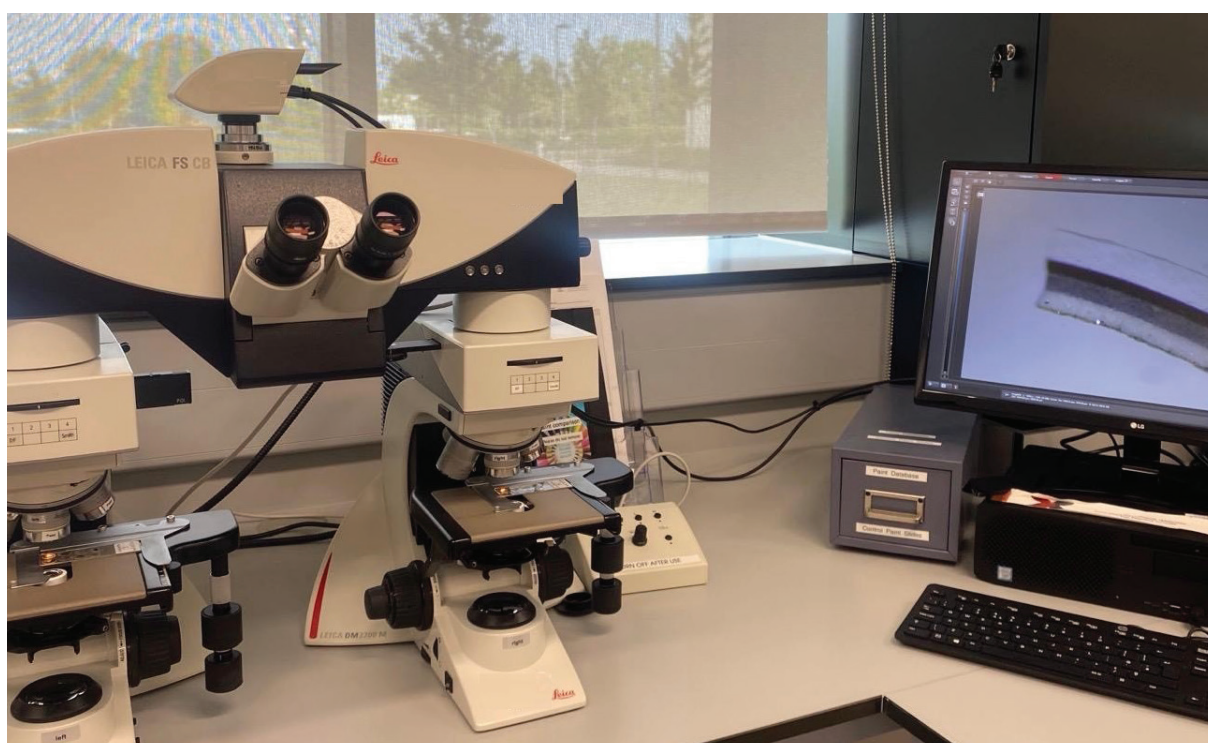
- 1** Take practical and real steps towards achieving net zero emissions by 2050.
- 2** Embed environmental compliance and efficiency across all operations in FSI.
- 3** Promote public understanding of forensic science and support an inclusive approach to STEM education and engagement.
- 4** Safeguard the independence, impartiality, and ethical integrity of FSI through strong leadership, clear accountability, and a robust governance culture.

Strategic Objectives

1. Progress towards 'Net Zero' Emissions by 2050, with clear measurable activities over the lifetime of this Strategy.
2. Strive to become an exemplar for the Irish Public Service regarding Climate and Sustainability through actions such as "My Green Lab" certification across all of FSI's Laboratories, over the timeframe of this strategy.
3. Ensure that all statutory requirements and essential business commitments regarding Climate, Sustainability, and Corporate Responsibility are met in an efficient and effective manner.
4. Promote clear communication and constructive engagement to strengthen trust and understanding of forensic science across the justice system and wider society.
5. Be actively present as champions and ambassadors of inclusive STEM education and engagement in schools, universities, and other initiatives promoting STEM in Irish life.
6. Reinforce a strong culture of scientific independence and integrity that guide everyday decision-making.
7. Model accountable, transparent and ethical leadership and promote evidence-based professional dialogue.

Key Performance Indicators

KPI	Baseline	Target
Reduction of backlog in all forensic services required by our stakeholders	6 months	3 months
Staff vacancies as a percentage of planned complement	23%	<5%
FSI publications appearing in Peer Review Journals etc.	0 – 2 annually	5 annually
% of all tests that are accredited by INAB	75%	90%



Review Process

FSI recognises that the strategic plans outlined are ambitious and are predicated on achieving the appropriate staffing numbers. For this reason, progress on staffing and staff development will be kept under constant review.

The criminal justice system is a dynamic sector and FSI commits to adapting its plans as necessary.

FSI will translate this strategic plan into discrete actionable plans using FSI's business management process as follows:

- Each year, FSI will translate the strategic goals and plans for each of the six themes into a more specific and detailed business plan for that year. These commitments from FSI will also be reflected in our Service Level Agreement with An Garda Síochána, and oversight agreements with the Department of Justice, Home Affairs and Migration.
- FSI will conduct a review of the annual business plan at periodic Management Review Meetings (MRMs) throughout the year and will review specific initiatives at senior management meetings.

- FSI will attend two governance meetings with the Department of Justice, Home Affairs and Migration and at least one annual review of the SLA with An Garda Síochána. FSI will also engage with staff regularly on progress and challenges and adjust plans as necessary.

- At the end of each year, FSI will reflect on progress and develop a new business plan for the subsequent year that moves us closer to our strategic goals. This process will support us in making tangible and measurable progress each year towards our strategic goals outlined in this document.

At the halfway point of this strategy, the FSI leadership team will conduct a progress review and amend the direction of travel as necessary.

Strategic Context

FSI reviewed the strategic plans of other Forensic Science providers, the Department of Justice, Home Affairs and Migration and the wider justice family partners, including An Garda Síochána and The Office of the Director of Public Prosecutions. This served to identify, align and bench mark the strategic pillars in forensic science and to ensure FSI's Strategy is representative of what other forensic organisations are planning to achieve and more. In addition, FSI consulted with the report from the Citizen Assembly on Drugs, the Public Sector Climate action & Sustainability plan, the Department of Health and the Department of Children, Disability and Equality, Union representation across scientific and non -technical grades and other Laboratories providing scientific services across Ireland.

To set out an ambitious strategy and to future proof it into the 2030's, FSI aimed to include perspectives from global organisations, both Governmental and Corporate, including those in Justice and Policing.

Cognisance was also taken of the 17 UN Sustainable Development Goals (SDG).

Development of FSI's Strategy

This strategic plan was developed by a highly committed Strategy Team within FSI and was informed by consultation with stakeholders within and beyond the justice sector. The work commenced in Q3 of 2024, while FSI was still in the middle of its transition to its new building in Backweston. Developing a new strategic plan with the backdrop of a new purpose-built facility allowed FSI to consider new requirements and new opportunities in the coming years. To allow for senior leadership changes and a period of bedding down into the new building the plan was updated and completed in late 2025.

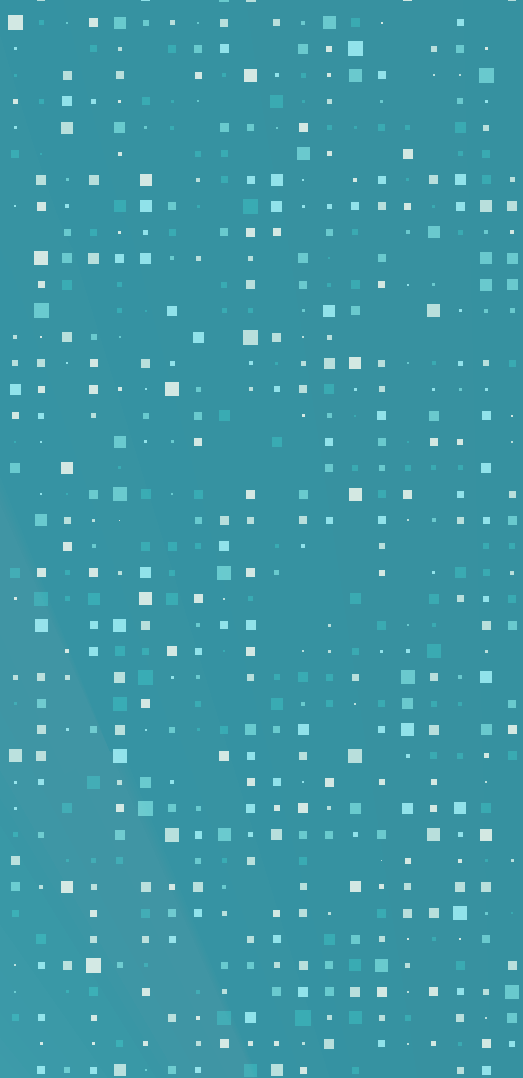
This strategic plan was informed by:

- A survey of users of FSI's services, including Exhibit Liaison Officers, Senior Investigation Officers, partners and Management in An Garda Síochána, Customs, Coroners, The Department of Justice, Home Affairs and Migration and other Stakeholders in the Justice sector, Campus colleagues and stakeholders in the broader public service;
- An extensive review of published plans from forensic networks, reference forensic laboratories, Backweston campus agencies, justice bodies & agencies, public sector service strategies, European Commission justice plans and citizens assembly recommendations;
- A review of broad public sector obligations as well as specific upcoming legislative or regulatory changes impacting FSI in the coming years;
- Interviews with key stakeholders in the Department of Justice, An Garda Síochána and the Office of the Director of Public Prosecutions;
- Surveys and Workshops with staff across all functions and disciplines within FSI.



This extensive work helped FSI to identify six core themes outlined above that will guide our strategic plan in the coming years.





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