



The Scottish Parliament
Pàrlamaid na h-Alba

Public Audit Committee

Geoff Huggins
Chief Digital Officer

Jennifer Inglis-Jones
Director for Internal Audit and Assurance

Scottish Government

30 October 2025

Dear Geoff and Jennifer

Major IT Projects – Progress Report

Thank you for the [Major IT Projects Progress Report](#) that you sent to the Committee on 21 May 2025.

Summary of changes table

The Committee has now had the chance to consider the Progress Report and welcomes the changes that have been made to the format of the report in response to feedback from the Committee. The Committee also notes that the report will continue to undergo continuous improvement which will see further amendments to enhance the report. On that basis we would like to provide further feedback relating to the table that provides a summary of changes that have occurred since the last report.

In relation to the information provided on the changes to costs and timescales, the Committee would find it helpful for the table to also include actual figures for how much the costs have increased and how long the delays are as well as the percentage changes from the last report.

Scottish Fire and Rescue Service – New Mobilising System

The Committee also agreed to write to you to seek further information in relation to the Scottish Fire and Rescue Service's (SFRS) New Mobilising System. A matter I raised directly with the Minister today, although not in my capacity as the Committee's Convener. The Committee seeks a response to the following questions—

Contact: Public Audit Committee, The Scottish Parliament, Edinburgh, EH99 1SP.
Email publicaudit.committee@parliament.scot. We welcome calls through Relay UK and in BSL through Contact Scotland BSL.

The Committee is aware that on 12 November 2024, the [SFRS issued a press release](#) stating that it had signed a contract for command and control mobilisation contract at a cost of £29.5 million. The Committee notes that the Progress Report provided to the Committee on 5 September 2024, contained an estimated whole-life cost for the project of £38.98 million, which rose to £40.99 million in the most recent Progress Report.

Can you provide an explanation for the increase in the figures for the cost of SFRS's new mobilising system?

The [Progress Report provided to the Committee on 19 December 2022](#) stated that in relation to SFRS's replacement command and control system and the contract it had in place with Systel—

“Following legal counsel and the consideration of other specialist advice, SFRS has terminated its contract for a new national command and control mobilising system. While SFRS has taken a proactive approach to contract management the supplier has not delivered on the agreed project plan or milestones. SFRS extended all opportunities to the supplier and exhausted all required contractual provisions necessary to assist in the fulfilment of the contract. SFRS, as a matter of priority, are considering next steps.”

The [Progress Report of 13 July 2023](#) stated—

“Following termination of the contract to provide a new national command and control mobilising system in December 2022 the previously named Command and Control Futures Project has been re-named the ‘New Mobilising System’ Project. SFRS have engaged an external professional qualified Project Manager and Industry Technical Advisors to support progress towards procurement of the new solution. Internal governance provides delivery gates, health checks and assurance, and the project team will continue to engage with and plan external assurance with the DAO. A significant Command and Control Futures lessons learned work package has been progressed with learning to be shared across SFRS upon completion.”

The Committee asks for an update on the progress that has been made in the recovery of costs by SFRS from Systel since the termination of the contract in December 2022.

I ask for a response to this letter by **28 November 2025**.

Yours sincerely,



Richard Leonard MSP

Convener