



G-Cloud 15

Mission Control / Programme Intelligence Services

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Transforming Business using the Cloud

We have worked with many Central and Local Government clients to support the implementation of their business objectives using cloud technology. Enabling business and enterprise transformation using cloud is a complex, strategic consideration facing many private and public sector organisations.

Cloud technology and services have the potential to reduce cost, remove technology bottlenecks, and facilitate rapid business innovation. As a result, for most organisations globally, adopting cloud technology has become a question of “when and how” rather than “if”.

Opportunities for enterprises generally include a combination of one or more of the following:

- Implementing private and/or hybrid clouds for infrastructure and applications;
- Smarter use of public cloud infrastructure for optimising existing business functions;
- Using cloud for implementing new business services or digital operations; and,
- Reducing cost by moving to consumption based pricing models that only charge for the actual IT capacity and services used.

Migration or adoption of cloud must be properly choreographed for success. We understand the realities and the business and technical risks that should be fully considered, understood and mitigated before such a move. Critical considerations include:

- Alignment of business and technology objectives. This is essential to fully realise the targeted benefits of any cloud transformation or any refinement of existing cloud services. There can be a tendency to adopt cloud systems to fit current ways of working, rather than adopt and standardise processes where possible. The trade-offs between business, customer and technology requirements must be considered to make informed design decisions;
- Availability and reliability of services. The avoidance of operational downtime to mitigate in lost revenue, unnecessary operational cost or reputational damage that can disrupt business operations;
- Decentralised support structures. The need to tailor and revise the approach to operational security to cover the support structures employed by cloud service providers that will have a different risk profile for sensitive information.
- Data handling practices. Data classification and data-handling practices that reflect the data flow within a cloud environment must be understood and tailored accordingly to protect customer data.

- Data privacy. Compliance with GDPR to understand where and how information can be stored or processed. The cloud model enables data to bounce swiftly around the world by using available server capacity in various geographic locations, but this must be within the bounds of what is permissible. This is ever more of a concern as organisations review their front office, back office and out of office experiences.
- Future Technology Trends. Cloud applications are the stated direction of travel for the major application vendors, but any upgrade path must also cater for the future technology needs of the organisation and seek to minimise technical debt where possible.

A careful assessment of an organisation's needs and different cloud service provider's controls is required, enabling concerns to be addressed and the correct path to the cloud to be selected.

As a trusted advisor PwC provides the framework, and the wealth of private and public sector experience, to consider the combination of Business, customer experience and Technology activities outlined above. There is no single answer that covers each and every client organisation; we tailor our frameworks to client circumstances to support them:

- As a partner through the complete lifecycle of strategy to execution; and,
- With point business issues encountered during implementation or running the business.

Mission Control / Programme Intelligence

This section describes in more detail the service features and benefits included within this service definition document.

Mission Control / Programme Intelligence Service

Mission Control is a cloud-based performance management and reporting solution that enables the proactive delivery of transformation programmes, including on-time, on-budget delivery of complex portfolios. It integrates data from disparate systems, provides AI enabled action-oriented insights to support effective decision making. Leading AI and analytics enable actionable insight, presented through a suite of compelling performance graphics which can be tailored for different roles.

Mission Control / Programme Intelligence Service Features

- Simplifies large volumes of disparate data into actionable intelligence.
- Compelling digital visuals accessible from mobile or desktop devices.
- Drill, slice and dice data from single source of truth.
- Measure range of programme outcomes alongside traditional PMO metrics.
- Compelling visuals tailored to your needs, delivered through PowerBI.
- Automated digital report production and hardcopy leveraging the Microsoft Suite.
- Robust data integration with multiple enterprise systems.
- Proven integration O365, P6, ARM, Oracle, PRISM, SharePoint and more.
- Cloud-based solution hosted on Microsoft Azure.
- Integration with various corporate single sign-on systems – e.g. SAML, AAD B2B.

Mission Control / Programme Intelligence Service Benefits

- Proactive, action-orientated management of transformation outcomes and delivery performance.
- Adaptable metrics which evolve in line with the delivery lifecycle.
- Insights and intelligence through integrating disparate data sets.
- Improves trust in programme information through explorative analysis.
- Increases efficiency in report production, enabling greater focus on intelligence analysis.
- Transparency of performance information through the programme hierarchy.
- Improved outcomes visibility and performance management.
- Improved project schedule management, visibility and adherence.
- Improved risk management and opportunity realisation.
- Improved data quality, governance and clear data ownership.

Our view on the service features and benefits within this service definition document are presented below:

1. What is Mission Control?

Mission Control is a performance management and reporting solution that enables on-time, on-budget delivery of complex portfolios, programmes and projects. It integrates complex data from disparate systems, provides action-oriented performance insights and supports effective decision making. Delivered using leading cloud-based Artificial Intelligence (AI) and analytics, Mission Control presents compelling performance graphics which can be filtered, sliced and diced to provide different lenses on programme delivery tailored to the needs of different stakeholder groups.

2. Common delivery issues

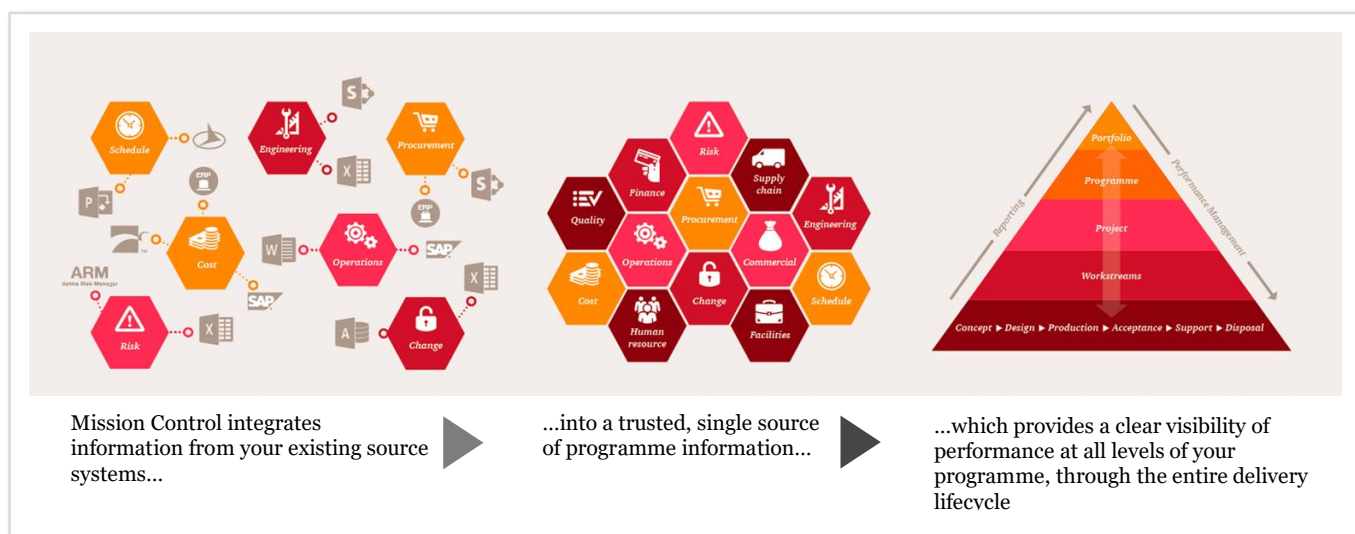
Clients who adopt Mission Control are typically delivering complex transformational change or large-scale infrastructure programmes, and have previously experienced a number of common issues:

- Lack of insight into performance of their current portfolio/programmes of investment
- Lack of transparency and assurance for stakeholders, and a lack of trust programme management information
- Too much data, with little insight or actionable intelligence gathered from it
- No clarity on priorities for action or the critical path
- Uncertainty whether a portfolio/programme will deliver the outcomes and benefits
- Programme performance is sub-optimal, or delivery is already out of control
- It takes too long to produce management reports, so MI is always out of date.
- Reports are typically built in spreadsheets and presentation documents, require a lot of manual handling leading to the risk of introducing errors in the data
- Programme reporting is backward looking, no focus on looking ahead and predicting future issues
- Constantly fire-fighting programme issues

3. How does Mission Control work?

Mission Control is a technology solution that aggregates project delivery information from a range of enterprise systems, and aggregates into a coherent data model that can be used to report and analyse delivery performance at all levels in the delivery hierarchy.

We typically tailor Mission Control to meet the needs of your project delivery environment. This includes adopting your project hierarchy structures, integrating with your enterprise systems, and customising the front-end dashboard reports to meet your needs, focusing on the metrics and measures that matter to you.



Alongside the technology aspects of Mission Control we also typically support you in improving other areas of project delivery, including:

- Defining and embedding appropriate programme operating model, including consistent and relevant processes and controls
- Putting in place effective governance and assurance
- Defining the metrics and measures
- Planning and performance measurement baselines

4. How Mission Control helps

Through adoption of Mission Control we support you in moving to a delivery organisation that proactively manages project delivery through:

- **Insight and understanding** – focusing on the “why” and “what now” questions to positively influence delivery

- **Forward-focused reviews** – understanding current status and historical performance trends, combined with leading indicators, enables early actions to influence future delivery performance
- **Insights and factual information** – having a “single source of truth” for reporting and our AI enabled natural language interface provides confidence in actions and decisions
- **High performing team culture** – clear lines of accountability improve data quality, and transparency of information provides clarity on how individual team performance contributes to the overall project outcomes
- **Multi-functional delivery teams** – communications are improved, teams collectively understand interdependencies and work together to resolve issues



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