



What a great fit-out looks like — and what a *poor* one reveals

The contrast between a well-delivered fit-out and a poorly managed one shows up across every stage. Here is what PBC sees consistently across the projects it delivers — and the ones it is called in to rescue.

SIDE BY SIDE

Seven dimensions. Two very different outcomes.

	A GREAT FIT-OUT	A POOR FIT-OUT
Brief & vision	Clear, measurable and agreed before a drawing is produced. Space utilisation data informs every decision.	Evolves constantly through design, causing abortive work, delays and cost increases. Nobody owns the change process.
Programme	Agreed at feasibility with contingency for consent risk and landlord approval. Milestones tracked weekly.	Driven by a target move-in date with no buffer. When the first delay occurs, every milestone collapses.
Cost control	Robust cost planning at RIBA Stage 2–3, with value engineering before the contractor is appointed.	A lump sum agreed on incomplete information. Variations mount from week one; the final account bears no resemblance to the sum.
Design quality	M&E and acoustic performance tested against BCO guidelines. BREEAM, WiredScore and EPC targets baked in from the start.	Decisions made under time pressure without reference to user needs. Looks good in a CGI but underperforms in occupation.
Contractor management	Competitive tender with vetted contractors. The PM understands the JCT contract and issues early warnings.	Preferred contractor wins on familiarity, not competition. Disputes arise late and are expensive to resolve.
Sustainability	ESG targets set at brief stage and tracked through procurement, specification and delivery.	Credentials retrofitted at the end, often as a marketing exercise. M&E doesn't support the claimed EPC.
Handover	Thorough snagging with a structured defects process. The occupier moves into a space that works from day one.	Practical completion rushed to meet a lease start. Snagging runs to hundreds of items, argued over for months.

"A good fit-out is not just a well-built space. It is the result of decisions made well before a contractor ever sets foot on site."

GLENN WRIGHT · DIRECTOR OF PROJECT MANAGEMENT, PBC CONSULTING

Speak to our Project Management team

From initial brief through to handover, PBC works alongside clients to protect their vision and investment at every stage.

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