

Implementation of Offsite: From Policy to Practice

Anne Daw

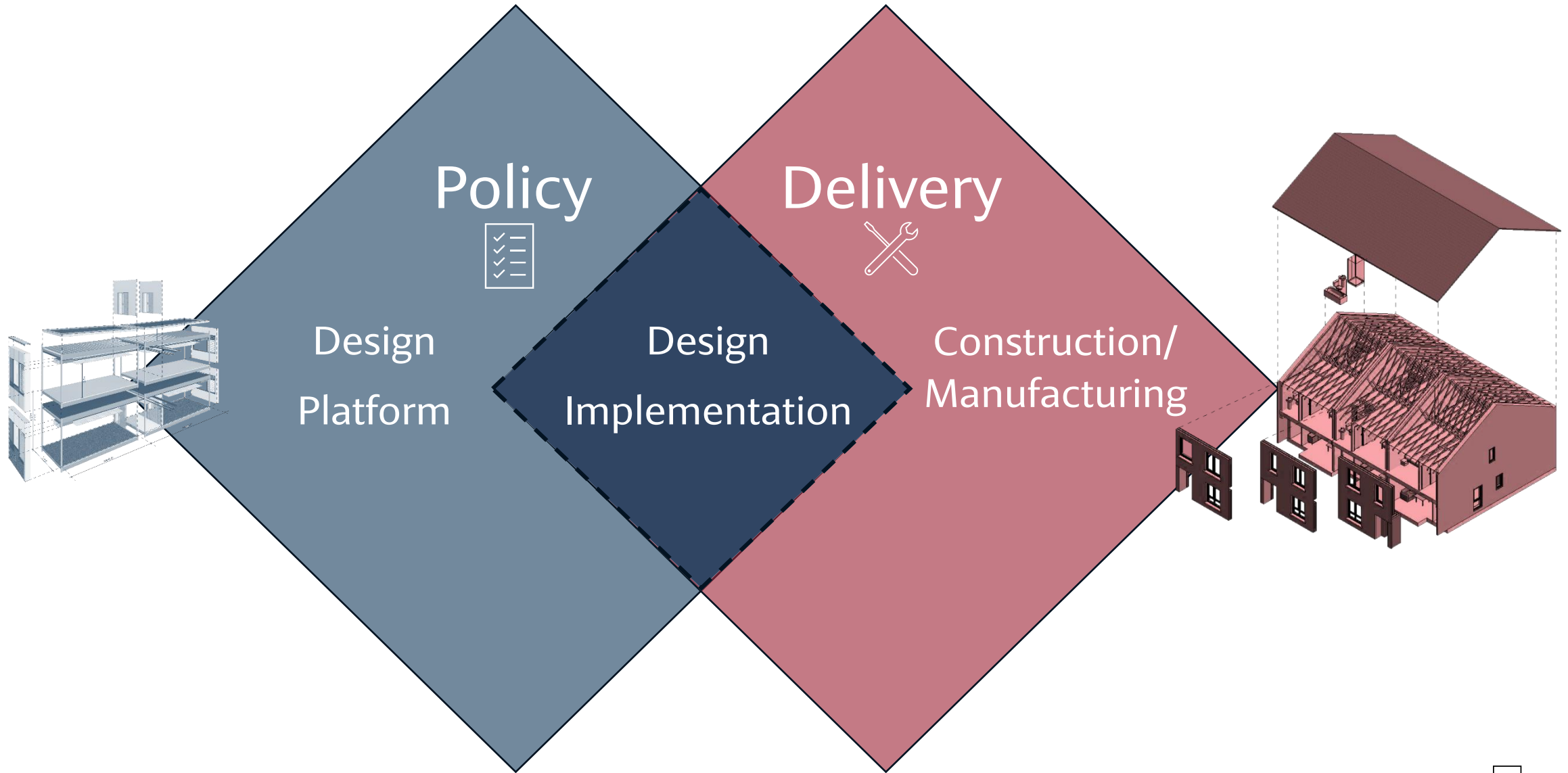
Head of MMC / DfMA

September 16, 2025

anne.daw@hlmarchitects.com

HLM
Architects

Between Policy and Delivery is Design Implementation



Clients
Planning approvals
Budget change
Programme change
Opportunities
Procurement
Site conditions
Orientation
Bad Weather
Approvals
Biodiversity Net Gain
Energy Use Intensity
End Users
BSA Gateways
Golden Thread
People

Policy vs. Implementation

“...every plan you make fails at first contact with the enemy...”

*...the value of making a plan is in getting everyone aligned ...and enabling them the **flexibility to adjust** as things change...”*

~Retired US Vice Admiral Kevin Donegan,
Middle East Institute

When plan & delivery
don't meet...





www.hlmarchitects.com
anne.daw@hlmarchitects.com