



Building Meaningful Futures

Towards more sustainable built environments

Strategy 22-25

Our Mission, Strategy, and Management

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ST22 BMF Strategy 2022-25:
Mission, Strategy, and Management.
An introduction to Building Meaningful Futures

BuildingMeaningfulFutures.org

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About BMF

Building Meaningful Futures is a non-profit interdisciplinary initiative for more sustainable development of built environments — *through individually meaningful choices.*

The aim of the Building Meaningful Futures initiative (BMF) is to help solve ongoing built environment sustainability problems through practical, evidence-based solutions.

The objective is to help individuals, projects, and organisations make better, more socially- and ecologically-beneficial decisions.

BMF was established as a joint initiative between industry and academia to undertake, aggregate, translate, and share research for policymakers and professional practitioners in built environment planning, design, construction, and management.

Visit our website for free
Open Access resources:

BuildingMeaningfulFutures.org

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*An introduction to Building
Meaningful Futures*

Executive Summary

The *unsustainability* of yesterday and today – at multiple levels, from individuals to societies – is now causing climate crises, materials and energy supply shortages, price hikes, and political unrest.

With numerous challenges faced by both industry and academia – from materials and resources, to skills and staff – very little actually translates from one to the other for use by the people on the ground where real change is enacted. Designing, building, and retrofitting more sustainably has become even more urgent to achieve national targets and avoid runaway climate catastrophe and overcome ongoing shortages. New initiatives are therefore required to bridge this substantial and urgent gap.

This Prospectus provides an overview of a new joint initiative between industry and academia called *Building Meaningful Futures*, designed to begin addressing these needs and gaps. The Prospectus is intended for any built environment stakeholder and potential partners to understand the rationale, mission, target partners and audience, current and proposed activities of this initiative.

What is BMF?

Organisation Description

Building Meaningful Futures is an interdisciplinary initiative for more sustainable development of built environments — through *individually meaningful choices*.

As an industry-led, evidence-based, interdisciplinary sustainability initiative, BMF aims to improve sustainability outcomes from built environment development projects through improvements in project communication and decision-making across the planning, design, construction, and management phases.

We develop and freely share a targeted range of proven processes, methods, and techniques from cognate disciplines applicable to AEC practices, including behavioural economics, decision psychology, design management, and sustainability science.

The BMF initiative was established in 2021 during the COVID-19 pandemic, when many AEC businesses were struggling to stabilise after the first two lockdowns whilst managing the fallout from Brexit, and when academia was similarly challenged by funding changes and withdrawals, alongside drops in student numbers. This revealed a significant gap between funded research, its' exposure, and application of findings in practice through practical, accessible formats.

Building Meaningful Futures thus facilitates three main activities to assist professionals, stakeholders, and policymakers improve project sustainability outcomes. Firstly, we undertake new research, and review and evaluate existing

research, through the *research pathway*. Secondly, we translate and share the research most useful and applicable to built environment practice through briefings and practical guides from the *communications pathway*. Thirdly, we plan, manage, evaluate, and improve research and its communication through the *management pathway*. These are illustrated in Figure 1 below.

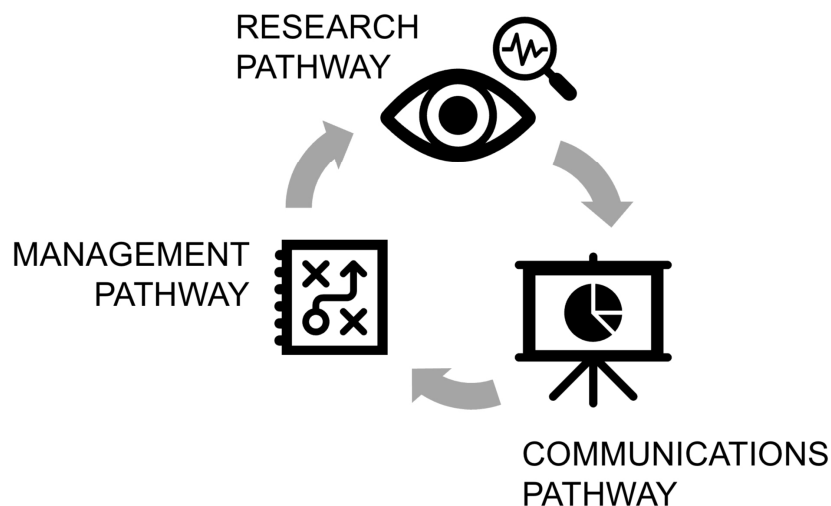


Figure 1 Three pathways to achieve the BMF Vision.

Building Meaningful Futures is also part of the **Action Network**, a grassroots platform that empowers individuals and groups to organise for progressive causes.

Expertise

Based on nearly a decade of applied research and development, our work and research is devised, designed, conducted, and assessed by highly experienced experts — and in some cases world-leading — in architecture and construction engineering; design and project management; sustainability management; values-based decision-making, management, evaluation, and communication (including frames and framing); interpersonal decision-making and its processes; behavioural economics; and decision psychology to name a few. The work both builds from and extends the work from decades of world-class, Nobel Prize-winning research and applications in these areas and fields.

Thus, to Build Meaningful Futures, we first unpack and define the ‘Problem-Need’ by outlining Three Main Challenges we seek to resolve through the BMF Initiative by supplying Three Missing Pieces. As a result, we advocate Four Core Components of a wider-scoped and therefore more robust approach to sustainability for both professionals and stakeholders involved in built environment development projects.

Why BMF?

The 'Problem-Need'

From decades of practice and research, it is patently clear that not only are there gaps in knowledge and practice, but there are also significant gaps *between* knowledge and practice. To get ahead of the curve and help prevent potential downward societal and environmental spirals at multiple levels, urgent and evidence-based action is required.

From over a century of intensive human activity, the earth's life support systems are failing.

To capture the idea that some of humanity's problems are extremely challenging, but resolvable – and therefore present an urgent need for action – we developed the concept of a '*Problem-Need*'.

Three Main Challenges we seek to resolve are introduced below. *Three Missing Pieces* to help tackle these challenges are described below and all made available on the BMF website, Open Access (CC-BY-NC-SA 4.0).

Three Main Challenges

DEGRADED CONDITIONS. Intensive human activity is causing the earth's life-support systems to fail — the boundaries of its' carrying capacity are continually transgressed, and its' resources overused.

The ecosystem processes and services that have helped us succeed and become the dominant species are no longer reliable or stable enough for humanity to sustain indefinitely. The evidence is copious, incontrovertible, and repeatedly overlooked or downplayed. The consequences are severe, but play out over longer timeframes than are politically expedient — therefore motivation to act competes with current and prevailing socio-economic demands.

HUMANITY'S BURDEN. Current estimates show that on average the human population increases by ± 219,000 people every single day. The built environment – straddling and wholly reliant on ecosystems – is currently home to 80% of all human beings, and demand for global floorspace is predicted to double by 2060. Our buildings and occupants – us – withdraw resources and ecosystem services, but deposit waste and pollution, putting back very little in the process which might be of benefit to ecosystems and societies on wider scales than the immediate demand. In short, humankind's collective past and current short-sightedness are now severely limiting the earth's carrying capacity and endangering the futures of all species alike.

PROJECT PERFORMANCE. Systematically under-performing projects in the built environment – new, redeveloped, or refurbished buildings and infrastructure –

demand better ways to succeed and to define success. In search of answers and solutions, decades of experience and evidence-based applied research have repeatedly demonstrated three fundamental *problem-needs*, which we translate into our three main challenges, below.

Challenge 1: Human Nature

The first need is to overcome our own, inherent cognitive limitations, unconscious biases, and problematic mental shortcuts (heuristics) in project planning and decision-making. They prevent us from making decisions that contribute to a project's sustainability, and cause us to make decisions that detract from and reduce project sustainability despite our well-meaning efforts.

To meet this need, recent research finds that more successful projects have embraced innovations most usefully considered as:

Behavioural Insights

This involves the science of harnessing the most helpful cognitive, behavioural, and interpersonal processes at a foundational level to improve project processes and—most importantly—their outcomes.

The next challenges specify two facets of the project sustainability problem and identify precisely which insights can readily be applied to improve sustainability outcomes.

Challenge 2: Delivering Broader Value

The second need is to consider and deliver a broader and deeper range of value through built environment projects, commensurate with humanity's prevailing and projected conditions — meeting the needs of the present without compromising the ability of future generations to meet their own, whether human or nonhuman.

To meet this need, recent research has shown how successful professionals and stakeholders have employed the insights and innovations most usefully considered as:

A Value-via-Values Approach

This involves the science of harnessing specific, targeted behavioural insights: first identifying the foundational and enduring motivations known as Human Values; then characterising and communicating more sustainable goals and choice options — or framing them — in terms of those values, but specifically in project and organisational contexts.

This process is also a part of what is known as *Choice Structuring* and uses a technique now known as Values-Framing — a core competence for current and future professionals. Taken together, *Values-Based Choice Structuring* is key to delivering greater project value through sustainability improvements by linking them directly to stakeholder's Human Values.

The final challenge specifies the need for a more robust form of decision-making and its management.

Challenge 3: Choosing Meaningfully

The third need is for all key project stakeholders to consider and choose more meaningful options and outcomes — because individually-meaningful choices can align with socially and environmentally meaningful outcomes — and also collectively provide greater stakeholder satisfaction.

To meet this need, successful professionals have facilitated decision-making processes most usefully considered as:

Managing Meaningful Choices

This involves the science of linking motivation (via values) with project planning and design communication (via frames) to facilitate more individually-meaningful choices (as decision-making ‘outcomes’).

Thus, overcoming human limitations and biases requires leveraging cognitive and behavioural sciences to consider and deliver a broader range of value from projects than is normally considered (i.e., financial value) by structuring and making more individually meaningful choices. The purpose of the BMF Initiative is to directly address these needs by identifying and providing three missing pieces.

Three Missing Pieces

The Three Main Challenges summarised above thus drive our work, where we provide insights and innovations toward practical, applicable solutions to Built Environment businesses and individuals.

We seek to resolve these challenges by providing three missing pieces through three overarching themes, summarised below — and all available on our website, Open Access:

- Evidence-Based Insights
- Making Research Accessible
- Open Access Project Support

Strategic, Evidence-Based Insights

Sustainability and climate action remain major challenges despite decades of effort — delivering some advances whilst many people consciously choose business-as-usual or lowest-common-denominator.

In our work, we found that going beyond baseline regulations is resisted by stakeholders from nearly every part of the Built Environment sector — from clients and consultants to contractors and end-users. Initial enthusiasm and well-meaning efforts always face critical challenges, when a project’s sustainability credentials are eroded, and delivered projects almost never perform as intended. *These are clear warning signs that the system is failing, and that alternative approaches are required.*

Based on nearly a decade of work, we have developed several strategic, evidence-based insights — but ***at an alternative, more foundational level.*** This work,

building on and advancing several decades of concerted international research and development, ***focuses on the individual's perspective within interpersonal or group interactions***. Here, conversations about sustainability happen and are where decisions are made, and overturned.

This is the space where more individually-meaningful characterisations of sustainability are formed and transformed into more meaningful choices.

Making Research Accessible

Over the years, we have attended numerous events and seminars targeted at either academics or professionals. What became painfully obvious was that the only research which professionals used or consulted in their work was translated by others either through policy and regulation, or through construction products and systems. On occasion, some business managers access research in the form of mass-market monographs, non-fiction, or popular press — but rarely consult scientific research directly.

We see this as a significant gap and opportunity to bridge science and practice.

Stakeholders in the initiative to *Build Meaningful Futures* are committed to finding and sharing practical solutions at individual, interpersonal, and social-interactive levels. This initiative provides a platform to:

- Share the practical solutions we have identified;
- Engage with you to help apply these solutions;
- Develop further novel approaches; and
- Learn from the successes of others;

towards improving human-environment sustainability.

We aim to continue moving beyond disciplinary boundaries to reach a wide variety of professionals and stakeholders with even broader networks to achieve a domino effect or network spread.

You will therefore find a range of issue briefs, practical primers, and practical guides which translate applied research into practical, pragmatic, accessible, and useful formats.

Open Access Project Support

Building Meaningful Futures means capitalising on the available, action-driven insights towards improvements in:

- Project planning and design processes,
- More sustainable project outcomes, and
- More responsive business processes.

Knowing the pressures that AEC businesses face, we provide a range of support on the website, accessible anytime, anywhere, all Open Access, free of charge, subject to the Creative Commons License under which they are offered (CC) BY-NC-SA.

The BMF Initiative has already allocated substantial resources to creating and sharing materials that you as individuals and business representatives can use immediately and efficiently.

Mission Statement and Objectives

Building Meaningful Futures is an interdisciplinary initiative for more sustainable development of built environments — through *individually meaningful choices*.

Vision

The BMF vision is simple: *Sustainable Futures*—chosen and planned in the present.

The pathways to achieve this are complex and challenging, but achievable if we act now. These pathways can be identified as four core strands of a cable—interwoven, but uniquely identifiable.

ONE: Contextualising sustainability.

A world free of ecological degradation, poverty and oppression, and obscene economic imbalance is a world filled with ecological sustainability, fairness, health, mutual support, and economic justice and balance—as defined by individuals and groups in our own contexts—but accounting for impacts and consequences across contexts.

TWO: Recognising impacts and consequences.

When people understand that their decisions have impacts and consequences beyond the immediate and/or near-term implications and contexts, we can then work more meaningfully towards minimising and ultimately eliminating harm with more holistic, wider-scoped perspectives on project outcomes.

THREE: Valuing sustainability.

Moving from ecological, economic, and social sustainability as contested and decontextualised *concepts*, to evaluation of sustainability as being ecologically, economically, and socially *valuable* thus unleashes value/s-based thinking and motivation—such shifts are more robust, wider-scoped, and outcomes-focused.

FOUR: Leveraging science.

Human problems benefit from human-centred solutions to help overcome the cognitive limitations and unconscious biases inherent in our species. Leveraging decision science and behavioural insights helps unpick the knotty problems and processes that support sustainability as a critically worthwhile approach, goal, and state.

The window available to crystallise this vision is finite but worthwhile. This then provides the impetus for the BMF mission.

Mission

Based on this vision, the BMF mission is to help solve ongoing built environment sustainability problems through practical, evidence-based solutions — these solutions synthesise *design approaches* and *physical technologies* with *management approaches* and *analogue social technologies*.

Syntheses	Approach	Technology
Physical Domain	Design Approaches	Physical Technologies
Cognitive Domain	Management Approaches	Analogue Social Technologies

Figure 2 Practical evidence-based solutions through syntheses of key approaches and technologies.

This then informs the BMF goals, towards which the objectives then aim.

Aims and Objectives

In facilitating this Vision and Mission, the aim of Building Meaningful Futures is four-fold.

- To improve AEC project sustainability *outcomes* with evidence-based social, behavioural, and decision science.
- To facilitate better, more socially- and ecologically-beneficial and therefore valuable *decisions* towards more Sustainable Futures through improvements to project sustainability *decision-making processes*.
- To improve *meaningful choices* about sustainability throughout project decision-making processes with proven behavioural and decision scientific insights, tools, and techniques that any stakeholder can readily and effectively apply.
- To enhance project professionals' and stakeholders' *core competencies* with social, behavioural, and decision science-based innovations.

To achieve these aims, the objectives are also fourfold, simply put:

- To help industry stakeholders develop a broader, deeper conception of value in which sustainability is fundamental — as the inextricable core of our thought and action.
- To help construction policymakers, clients, professionals, and stakeholders recognise the impacts and consequences of our choices.
- To contextualise sustainability for more individually meaningful choices.
- To leverage social, behavioural, and decision science in conjunction with all the above.

These aims and objectives then inform our Approach to achieve the Mission inspired by our Vision.

Approach

The BMF approach is to form evidence-based insights and innovations toward improvements in project sustainability outcomes through practical, applicable solutions — all made available online, for free, through open-access publishing. These tools and techniques are based on nearly a decade of applied research and development, benefitting from substantial investment, and are constructed by highly experienced, and in some cases world-leading, experts.

Simply put, we use our evidence-based translative approach to offer professionals and stakeholders practical approaches to improving meaningful choices throughout project decision-making with proven tools and techniques that any stakeholder can apply.

At its core, this approach offers the opportunity to formulate and facilitate more individually meaningful choices through value/s-based communication, decision-making, and management in project planning and design processes.

This process is particularly suited for anyone involved in preliminary or early-stage decisions, including planners, clients, architects, cost consultants and project managers in architecture, engineering, and construction.

Organisational Strategy

Activities, Services, and Outputs

Outlined in this section are summaries of the activities and services we are undertaking and plan to offer, as well as the outputs from these activities which are used in providing our services. The BMF offering is threefold:

We conduct, translate, and publish research to produce and share evidence-based insights for the improvement of built environment sustainability practice and project outcomes.

Research: Evidence-based insights and innovations

Peer-reviewed, evidence-based research — the Gold Standard of knowledge creation — underpins the BMF Initiative and informs the insights and innovations we advocate and publish. These insights are derived from nearly a decade of privately-funded, ‘grounded’ empirical research where all findings and insights are based only on the most plausible explanations for patterns found within and across the entire body of evidence. This means that the work is entirely grounded in reality, rather than based on premeditated hypotheses, invented and tested by finding matching evidence to support potentially fallible conclusions (an approach prone to overlooking other plausible explanations, all of which are entertained and tested in the grounded approaches we use). Most importantly, the research was subjected to rigorous peer review at numerous key stages of the work, then peer reviewed in detail and rigorously assessed and evaluated at its completion by established experts. All our research and insights are built from decades of previous, award-winning and Nobel Prize-winning advances and applications across numerous fields,

from design and project management, behavioural economics, decision science, business research, and sustainability science.

To learn more about the underpinning research, evidence, and methods, please also see the last section of this Prospectus. For updates on this, our work, and publications, please visit our website: BuildingMeaningfulFutures.org

Practice Improvement: Translating research into practice

Translating research into practice through rigorous and accessible formats. Growing project professionals' and stakeholders' core competencies.

Academic research is notoriously impenetrable, written by academics and scientists, for academics and scientists — it is therefore sometimes difficult to extract meaningful, applicable insights for everyday practice, which is precisely where research requires application.

To help overcome these potential barriers for research entering into day-to-day practice, one of the main reasons for establishing Building Meaningful Futures was to make academic research more accessible and applicable to day-to-day practice.

Significant advance work was undertaken to translate and explain how to apply the established, evidence-based innovations and interventions for people to use in their own contexts with employees, clients, stakeholders, and projects.

Several outputs are in progress to support not only professionals and stakeholders develop better Core Competencies, but also to help built environment organisations, business processes, and projects, to address the serious and present challenges to our communities, professions, and societies.

More specifically, evidence from hundreds of interactions in discussions during 36 recent typical projects has repeatedly shown that project professionals use four core techniques or strategies to establish, protect, and revise the valued goals normally associated with sustainability.

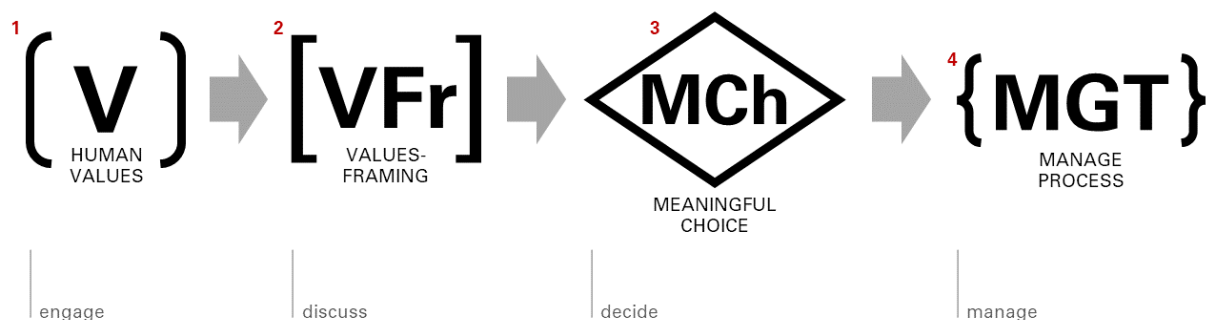


Figure 3 Four Core Competencies, in sequence

We reconceptualised these strategies as the first four *Core Competencies* of professionals operating in today's increasingly challenging business climate, representing four steps in order of their use:

- 1) Creating *Value-via-Values* — *human values* to be precise.
- 2) Communicating better through *Values-Framing*.
- 3) Making individually meaningful choices through *Values-Based Decision-Making*.
- 4) Managing sustainability through decision processes, by heeding and harnessing *Values-and-Frames*.

Many of these have already been introduced, and they form the basis of the first phase of our publications, outlined below.

Publications: From Exec Summaries to Deep Dives

To achieve the above-mentioned goals of making academic research more accessible and applicable, a series of publications is in progress to help professionals and stakeholders unpack, inspect, and apply the main, evidence-based insights and innovations.

Original Primary Research: To ensure all our outputs are based on sound science and backed by evidence, we publish primary research through academic journals and conferences, all referenced on the BMF website and available through institutional repositories once available and linked on our website.

Issue Briefs: Executive Summaries on the big issues, problems, and challenges in need of action, including the range of options available to address these issues.

Practical Primers: Introductions to the fundamentals of the key approaches, concepts, processes, and applications to address the big issues.

Practical Guides: Deeper dives into tools and techniques needed to apply the key insights and innovations to your own situation, project, and/or organisation.

The main *Practical Guides* are currently in progress and will soon be published on our website, BuildingMeaningfulFutures.org. The supporting *Issue Briefs* and *Practical Primers* are coming soon.

To receive updates and notifications about new content and publications, please [contact us](#) or subscribe by entering your email address in the box at the bottom of any page on the website.

Target Stakeholders

A primary motivation behind Building Meaningful Futures is to help make core, underpinning sustainability research more accessible to professionals and stakeholders for application in practice on live projects. The intention is to

ameliorate problems of built environment unsustainability by tapping into more enduring and broader-scoped motivations to pursue and deliver more sustainable projects.

This means that individual professionals, project teams, and organisations within the built environment planning, development, and management spectrum, from private to public and third sector voluntary, NGOs, and quangos can all access and benefit from the BMF initiative and Open Access resources we provide. More specifically, such individuals include: project professionals from asset managers and client advisors, to construction economists and quantity surveyors, architects and technologists, engineers and project managers. So too can clients, project stakeholders, and statutory consultees access and apply these insights, as well as researchers, governmental policy officers, and policymakers.

First and foremost, we consider construction clients to be the primary beneficiaries of more sustainable projects based on science-backed approaches to delivering Value-via-Values. However, the ultimate and predominant beneficiaries are the human communities, natural environments, and wider biospheres who will gain more sustainable futures through better choices made today by policymakers, statutory officers, clients, and consultants alike.

Our approach to translating and providing accessible, applicable, evidence-based tools and techniques thus informs our Strategy.

Strategic Plan

The strategy to achieve this Mission is best expressed in a systematic, five-point plan of action:

- 1) Undertake practice-based research on core, underpinning human influences and processes surrounding not only sustainability decision-making and communication but also their antecedents and consequents as critical to facilitating and managing their processes — because choosing sustainability is not an isolated instance, but a series of sometimes loosely connected events and communications which stretch over project lifespans and are influenced by a variety of sometimes imperceptible drivers and motivations.
- 2) Formulate practical, evidence-based insights and innovations in built environment organisations, business processes, and projects through stakeholder engagement, outreach, and open-source publications.
- 3) Translate the resulting, evidence-based research findings, and other directly related research, into practice by communicating it through rigorous, accessible, pragmatic formats and applications, such as issue briefs, key topic primers, and practical guides.
- 4) Publish materials to assist individuals' and organisations' training and knowledge development goals towards sustainability.
- 5) Evaluate the impact wherever possible, and then refine the approach, techniques, applications, and publications accordingly — the purpose of which is to understand what works for *sustainability* in practice, and of *unsustainability* to understand what does not work.

Our current work clusters around crystallising and refining several evidence-based insights and innovations, described below. These are associated with specific areas of Services and Outputs, with more being added throughout the year. This work follows four phases of deployment, outlined in the following section.

Phases of Deployment

The five categories of strategy are developed over four phases with several parallel workstreams, as described below.



Figure 4 Phases of deployment and simplified timeline (timeline bars are approximate and not to scale)

Phase 1: Primary research and development

In Phase 1, a large body of primary research was completed and written up in 2020-2021. A summary of the type and volume of research is described in the section below entitled [About the Research](#), and a full list of studies can be found on the BMF website, [About the underpinning research and evidence](#). This comprised twenty-two studies, of which seventeen were primary empirical research, forming five phases and numerous workstreams.

Phase 2: Initialising and preliminary deployment

During this first main phase of initialisation and deployment, the Initiative was conceptualised, strategised, and formalised. Website and digital communications tools were commissioned and launched from November 2021 to January 2022. This Prospectus marks the final element of this phase, transitioning into the more formal stages of research translation and publication. Further deployment is planned in the third workstream in terms of public relations and marketing.

Phase 3: Core Documentation Development and Distribution

This phase consists of three parallel streams of activity, as follows.

Publication Stream 1: Briefs, Primers, and Practical Guides for professionals and stakeholders

Publication Stream 2: Primary research publication via academic journals

Public Relations Stream: Messaging, connecting, promoting

Publishing practical guides and academic journal papers is planned in a leapfrog format, interspersing one practical guide with one academic journal paper, and so on until the current publications strategy is complete.

Promotion of the practical and academic work is planned alongside and in conjunction with their publication. Outreach and Distribution is planned through

several existing networks and channels including Constructing Excellence and BRE, RIBA, CIAT, IES, CIOB, CLC, CIH, UKGBC, BPIC, ResearchGate, Linked In and direct contact and networking at industry events and academic conferences.

Core to the BMF approach is values-based messaging to promote sustainability, resilience, and climate action through considered communication which is well calibrated to the target audience (outlined above).

Phase 4: Continuity

To progress after the publication and promotion phase, two streams of work are planned, with the intention of maintaining continuity and future development of the initiative in conjunction with assessment of previous impacts and future needs.

Stream 1: Evaluation, Development, Expansion

To ensure the initiative responds to industry and academic needs, assesses impact and relevance, and provides effective and timely support and outputs, the initiative and its activities will be evaluated and developed in parallel with the latter stages of Phase 3.

This is planned to involve evaluation and assessments of both the impacts of our work and analyses of future industry developments and needs.

It is thus intended to progress, develop and expand through renewed target audience analysis using BI tools and techniques to identify industry segments and their specific motivations, barriers to action, and associated interventions appropriate to each.

With these evaluations and analyses, the intention is to consider, develop and action a set of renewed and new aims, objectives, strategies, outputs, and services relevant to target audiences and needs.

Stream 2: New primary research

In conjunction with the above-mentioned evaluation, renewed audience analysis, nascent research advances, and future needs assessment, the intention is design, conduct, publish, and evaluate new primary research.

Legacy

To ensure the BMF materials are available in perpetuity for future reference, all outputs are and will be stored using publicly available permanent repositories for future storage and access, such as ResearchGate.

Versions of the website are and will be stored in the permanent public internet archive called Wayback Machine on the Archive.org website in perpetuity.

In addition the original primary research project is permanently stored in the British Library website ethos, which is also publicly accessible.

Read on to find out about how Building Meaningful Futures is operated and managed, followed by our financial plan and brief summary of the underpinning research and evidence.

Operations, Management, and Financial Plans

Operations and Management

Building Meaningful Futures is a public interest, greater-good, mission-led, non-profit volunteer organisation. The initiative is run entirely by volunteers from the built environment industry and academia for the benefit of all species everywhere, in perpetuity.

We aim and seek to recruit three varieties of volunteers as follows:

Volunteer senior-level advisors from both industry and academia to advise and guide the strategic direction of the initiative, and to provide editorial guidance to the core team.

Volunteer researchers and technical writers for the core team, to identify, translate, circulate, and promote existing and new research into accessible formats.

Volunteer marketers and communicators with digital and interpersonal skills for the core team, to create, publish, circulate, and promote our work to target audiences, such as those outlined in the previous section.

As a relatively new non-profit for community benefit, we operate a horizontal structure with equal say in the overall direction and operation of the Initiative based on the overall Vision and Mission as agreed by all involved.

Quarterly progress reviews are held by the core team, and bi-yearly strategic reviews are conducted with the entire team including advisors. Any shifts or revisions are debated and agreed via deliberative democratic consensus at these meetings and results published on the BMF website, with progress reviewed as above.

Financial Plan

Due to its nature as outlined in the previous section, the BMF Initiative has limited need for extensive funding. With almost no overheads or expenses, we require minimal funding to function. Our current expenses are limited to the initial website domain name purchase, and to ongoing website and email maintenance.

Current funding is via both financial donations and donations in kind received from our volunteers. As a non-profit, we operate a Crowdfunder campaign and accept financial donations through our PayPal account. Future funding is being sought through grants and charitable endowments.

Our planned outgoings involve the following:

1. Digital maintenance, including email and website costs.

2. Outreach activities to businesses, industry bodies, educational establishments, NGO's and quangos, governmental organisations, policymakers, and communities.
3. Attendance at industry and academic events, including transport, entrance fees, and minimal subsistence costs.
4. Printing costs for marketing materials, including name cards, leaflets, and publications for free distribution at industry and academic events.

These are all currently funded by donations from our volunteers ourselves, so any income will be used to offset the future costs.

We do not currently envisage the initiative running a surplus of funds. No funding will ever be used for profit. All funds will be used to run, maintain, and expand the initiative.

About the underpinning research and evidence

The insights and innovations outlined in this Prospectus and informing the BMF Initiative were derived from nearly a decade of privately-funded, 'grounded' empirical research. In this type of research, the evidence and findings informed the development of theoretical insights in what is called a grounded approach. Here, rather than testing theories and hypotheses on data gathered to support or refute theory (risking data being manipulated to fit the theory), broad then focused research questions are asked and then data generated to provide evidence that lend insights to the actual way the world works. When sufficient evidence is obtained that represents the way the world works in a variety of circumstances (instances, cases, similar situations, etc.), then more generalised theoretical insights are formed — moving from specific instances to patterns seen in specific instances, then to plausible explanations for those patterns across instances, cases, and broader situations. Only then can the theoretical insights be said to apply to various circumstances (i.e., generalisable) with a strong likelihood of being accurate reflections. Most importantly, the research was subjected to rigorous peer review at numerous key stages of the work, then peer reviewed in detail and rigorously assessed and evaluated at its completion by established experts.

Twenty-two studies were conducted in total, comprised of four main stages related to purposes and analytical level, including pilot testing, extensive exploratory studies, and rigorous structured and systematic studies. Seventeen primary, empirical studies were conducted with practicing senior project professionals, using a case-based grounded approach to conduct focus groups, questionnaires, and one-to-one expert interviews. These were followed by five meta-analytic studies to synthesise and evaluate the findings within and across participant groups. The twenty-two study breakdowns are outlined on our [website, here](#), which also includes links to download a variety of primary research reports, issue briefings, and practical guides as PDF documents with appendices where relevant.