The catalyst for this CIB W065 publication was the CIB Priority Theme of Revaluing Construction (RVC) www.revaluingconstruction.scpm.salford.ac.uk/; Barrett, 2005). RVC is an agenda which exposes and promotes the need for integrated action across a number of fronts – both internal and external to the construction industry. The proposed actions are driven and connected by an aspiration to maximise the value jointly created by the stakeholders to construction and the equitable distribution of the resulting rewards. Seven enabling factors are articulated to achieve this aspiration (see Figure 1. below). The model is underpinned by its holistic / systemic dynamic – for sustained progress to be made all of the factors have to be addressed in concert.
The "infinity" model stresses the two complementary halves of the RVC agenda. The industry looking in at itself to perform better, but also looking out at how it is perceived within society.

**Seven Action Areas and Seven Position Papers**

As support to the further elaboration of the RCV Agenda W065 decided to author a set of position papers, which interpreted the RVC from a CIB W065 perspective and, in so doing, identify areas for future research. The starting point was to provide an overarching focus, which was drawn from the W065 remit, which states that its work "covers all aspects of the organisation and management of construction ... in particular the following broad themes will pervade many of its activities: projects, companies, policies and processes.” Through this W065 prism RVC was understood to be:

‘revaluing the aspirational context and operational dynamic for projects and companies to maximise the value jointly created by the stakeholders to construction and the equitable distribution of the resulting awards.”

Adopting and adapting the RVC model, seven action areas (and interactions), located very much at a project / company level, were identified (see Figure 2). Each action area formed a brief for seven position papers that together form the main part of the publication. The progressive flow of the agenda is as follows:

**Figure 1. – Global agenda for Revaluing Construction**

A shared project brief requires the context and processes to maximise value through revealing, articulating and communicating multiple client and project team requirements.
- Position Paper “A shared project brief” by Ezekiel Chinyio

**Enabling project team culture** which stimulates and celebrates norms and values that promote positive collaborative project team behaviour and achievements.
- Position Paper “Enabling project team culture” by Richard Fellows, Thomas Grisham and Wilco Tijhuis

**Production / service value** chain information and decision-making framework which develops and integrates the augmented service and organisational memory dimension to design, production and operation through the building life.
- Position Paper “Achieving value through product-service integration: contexts and challenges” by Andrew Dainty

**Project leadership, team learning and development** which envisions and supports the ongoing development of appropriate human resource capacities and capabilities.
- Position Paper “Project networks: Leadership, leaning and development” by Paul Chinowsky and John E. Taylor

**Appreciation of ‘soft’ and ‘hard’ contributions** where the ‘tangible’ and ‘intangible’ value streams flowing from projects are captured, calibrated and communicated.
- Position Paper “Revaluing construction – Hard and soft values” by David Langford

**Positive construction image**, which will be valued by society, and will assist in the attraction and retention of the right quantity and quality of construction industry workforce; this holistic appreciation by society of the ‘soft’ and ‘hard’ contributions.

**Figure 2. – CIB W065 Revaluing Construction agenda**
- Position Paper "Image of the construction industry" by Raufdeen Rameezdeen

'Whole industry' perspective from clients and construction companies which articulates and harnesses the holistic and systemic value from construction.

- Position Paper "Industry-level perspective of revaluing construction: Focus on developing countries" by Mohan Kumaraswamy, Gonzalo Lizarralde, George Ofori, Peter Styles and Akhmad Suraji

**Generic Issues and Future Directions**

The seven position papers have focused on different action areas of the CIB W065 RVC agenda. It is perhaps not surprising that the papers have thrown up a multitude of issues which render a precise interpretation and operationalisation of the 'revaluing construction' construct elusive. For example, the reader can come away from reading these papers with an understanding the RVC can be viewed in terms of political imperative (Kumaraswamy, et al.), vision expression (Chinyio), value change (Langford), social reorganisation (Fellows, et al; Chinowsky and Taylor; Rameezdeen) and economic reconfiguration (Dainty).

There is strong consensus within the position papers that the appropriate mutual crafting of context, processes and outcomes is the way forward to procure value, seamlessly deliver value, and realise value in use. Isolated actions will wither if they are not embedded in a holistic and systemic context. In particular, the papers stressed the need for industry stakeholders to seek more creative and flexible means to create and share value.

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