

**Benefits realisation management: panacea or false dawn?**

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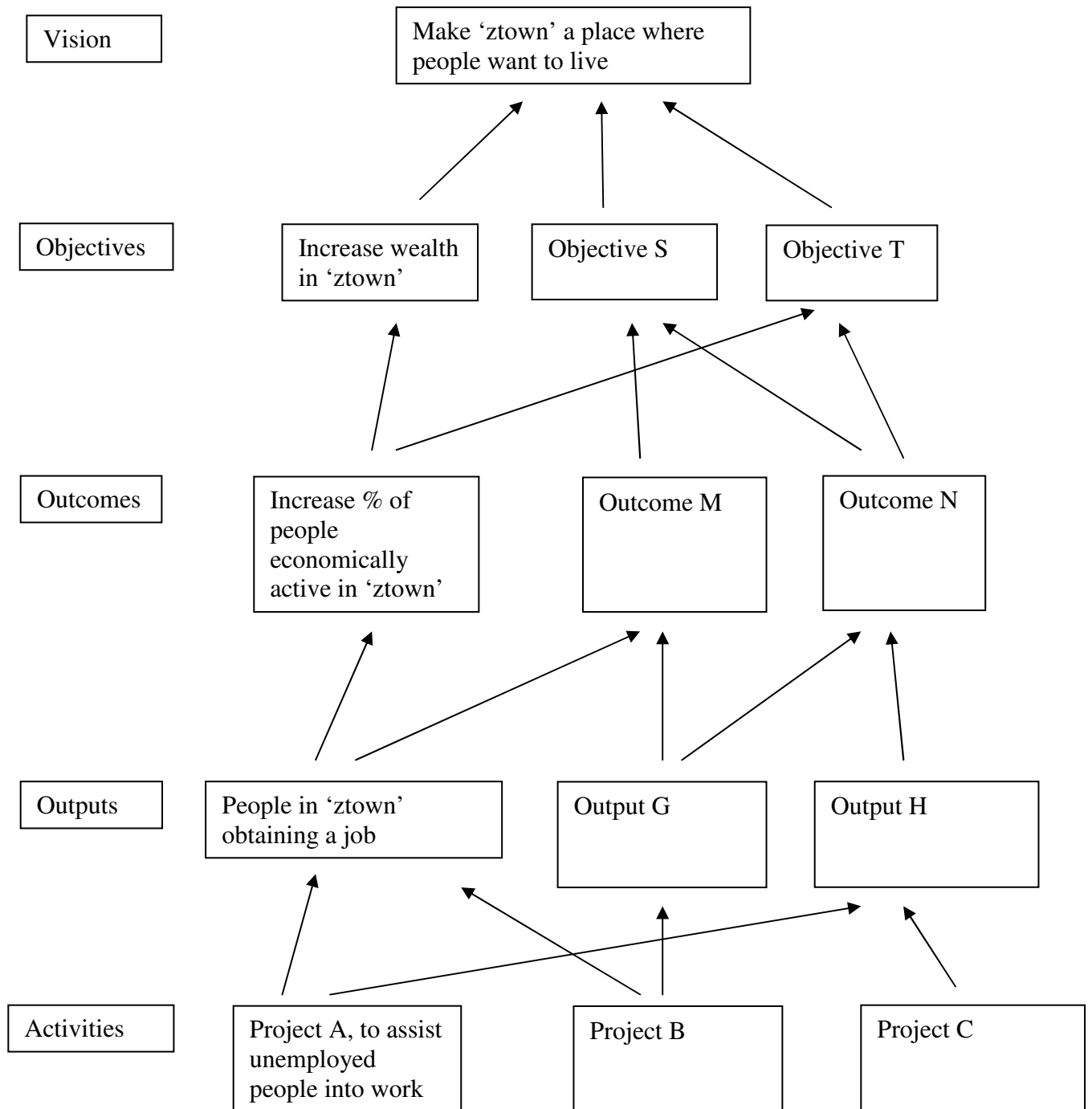
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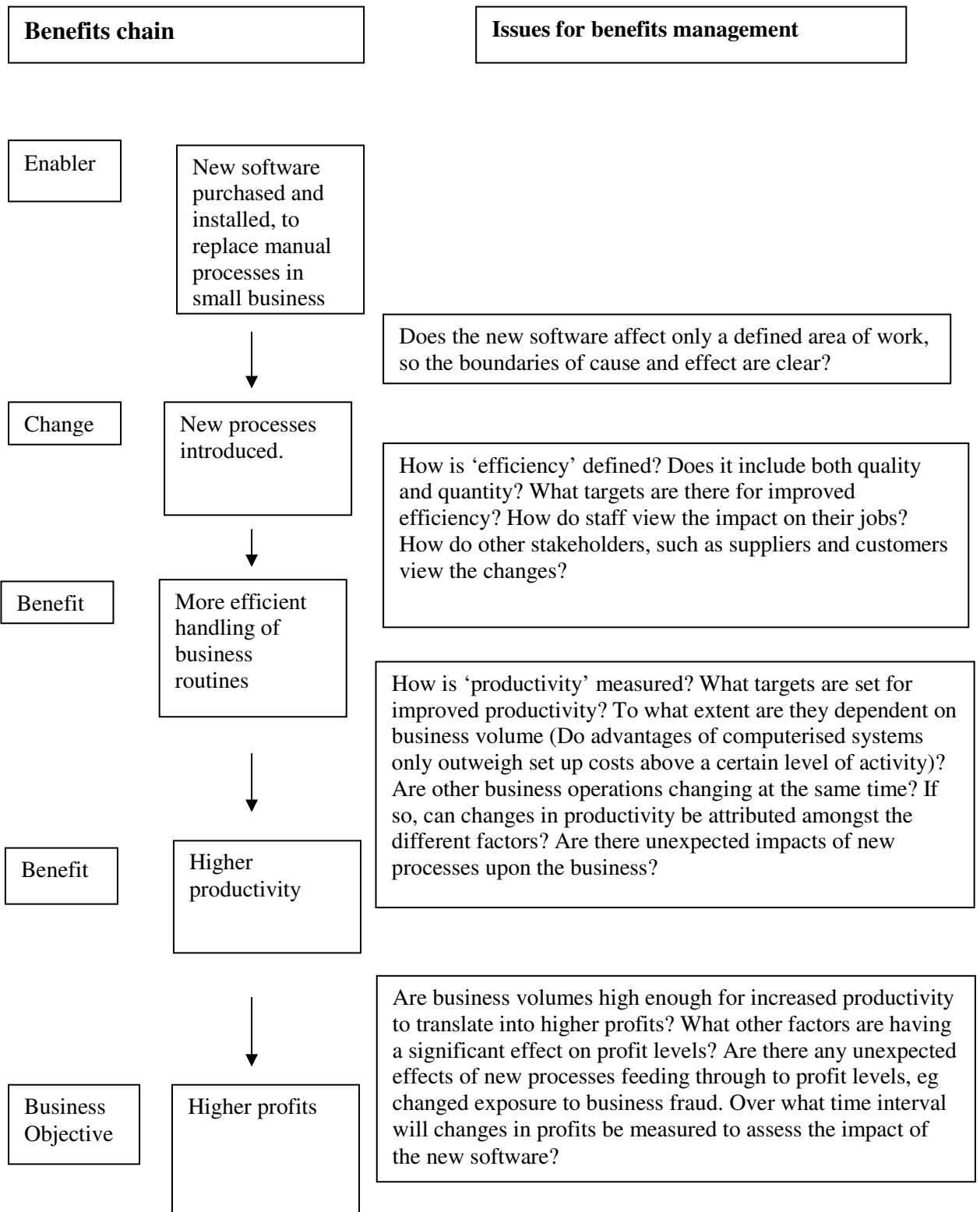
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**Fig. 1 Benefits hierarchy in regeneration**



**Fig. 2 Assumptions and risks in a simple benefits chain**



**Table 1 Evolution of Benefits Management in Regeneration**

	Vision	Objectives	Outcomes	Outputs	Approach
1980's		*		*	Loose targeting on disadvantaged areas
Early 1990's	*	*		*	Tighter targeting on disadvantaged areas
Mid and late 1990's/early 2000's	*	*	*	*	Community Regeneration/ Neighbourhood Renewal
Mid 2000's	*	*	*	*	Pool budgets, integrate public sector performance regimes

**Table 2 Single Regeneration Budget Outputs (selected)**

Code	Output
1A	Jobs created/safeguarded
1B	No. of pupils benefiting from projects designed to enhance/improve attainment
1C	No. of people trained obtaining qualifications
1D	No. of target residents accessing employment through training, careers or other specifically targeted assistance
1G	No. of people entering self-employment
1J	No. of young people benefiting from projects to promote personal and social development
2A	No. of new business start-ups
2B	Area of new/improved business/commercial floorspace
2D	No. of businesses advised
3A	No. of dwellings completed/improved
5A	No. of people who benefit from community safety initiatives
5B	No. of dwellings and commercial buildings where security is upgraded
5C	No. of community safety initiatives
6A	Area of land reclaimed/improved for open space
6B	Area of land reclaimed/improved/serviced for development
6C	No. of buildings improved or brought back into use
6D	Length of roads built/improved
7A	No. of new community facilities
7B	No. of community facilities improved
8A	No. of voluntary groups supported
8C	No. of individuals involved in voluntary work
8E	No. of community enterprise start-ups
8F	No. of capacity building initiatives carried out
9A	Value of other public and private funding attracted
10A	No. of new childcare places provided

Source: SRB Challenge Fund Guidance Manual (DETR, 1998c)

Note: Many of these outputs were further sub-divided, eg 1A was divided into jobs created and jobs safeguarded.

