

Benefit Profile Variation

Agency Guidance



V01 | October 2025 | digital.gov.au

This factsheet has been designed for in-flight digital investments which are subject to the [Benefits Management Policy](#) (BMP). Its purpose is to support agencies in changing their baselined benefit profiles.

Note: Agencies that are seeking support in establishing a baseline as part of their business case or new policy proposal should contact investment@dta.gov.au.

What is a benefit profile?

A benefit profile is the document used to reach and record agreement (with the Benefit Owner) on the key details about a benefit (or disbenefit). This includes details such as categorisation, measures, calculation, baseline and target values, realisation dates and any assumptions, constraints and dependencies. It is a key benefits management artefact. It should align with the benefits information in the business case or new policy proposal.

Agencies first develop a benefit profile as part of the Digital Capability Assessment Process (DCAP) when bringing forward a business case or new policy proposal to the Digital Transformation Agency (DTA).

The DTA strongly encourages agencies to use the latest version of the DTA's benefit profile template, available on the AGA website: [Benefits Management guides and tools | aga](#). The DTA is able to review the completed benefit profile template and provide advice on the agency's compliance with the BMP.

Once the benefit profile has been completed and approved by the Senior Responsible Official (SRO) and Benefit Owner(s), it is said to have been baselined. Formal approval will then be required to vary the baselined benefit profile, as it is a fundamental reference point.

What do I need to keep in mind?

A key challenge of benefits management is the ability to trace benefits realisation back to the investment decision (i.e. business case), which is critical in evaluating the success of an investment. To overcome this challenge, it is important to:

- get the benefit profiles baselined in a timely manner
- review the baselined profiles at critical milestones
- review the baselined profiles when there are changes to the project
- document any variations to the benefit profiles.

Changes may occur for several reasons including changes in project scope, changes to project schedule, and emerging risks and issues. When considering project changes, the impact on benefits must be considered. This requires benefit variations to be integrated into project governance mechanisms for appropriate consideration, buy-in and approval. For larger projects, governance arrangements are usually recorded within the Benefits Realisation Plan (BRP). The BRP should also define tolerance thresholds for benefits variances and appropriate escalation processes. If the variance is within tolerance, there is no need to submit a variation.

How do I vary a benefits baseline?

Investments can vary their baselined benefit profiles by updating their benefit profiles and seeking relevant approval. All benefit variations must, at a minimum, be signed off by the SRO and Benefit Owner(s). It is recommended that a copy of the new baselined benefit profiles are also tabled at the relevant project governance forum to ensure adequate visibility of the changes. Agencies are encouraged to comply with their agency's guidelines – if your agency has an Enterprise Project Management Office (EPMO) or Portfolio Management Office (PMO), you may wish to reach out to them for support.

Updated benefit profiles should still demonstrate traceability back to the original business case. Agencies should consider how significant the impact of the change will be on the definition of success for the investment. For example, with the proposed changes will it still be possible to realise the full extent of the benefits committed to in the business case or new policy proposal? It is important that justification is provided for the change.

Template guidance

Benefit variations are completed in the yellow columns in the DTA's benefit profile template. If you are unable to see the yellow columns, please unhide the columns and record changes in the yellow columns. You only need to fill in a field in the variation column when there has been a variation.

DTA benefit profile template with variations recorded in the yellow column

Excel template example

Benefit Profile 1

Benefit Profile 1		
Measure ID		
Measure Name		
Measure Owner		
Measure Method		
Data Source		
Measure Unit		
Measure Change		
Baseline Date (dd/mm/yyyy)		
Baseline Value		
Target Value		
Improvement		
Realisation Start Date (dd/mm/yyyy)		
Realisation End Date (dd/mm/yyyy)		
Tolerance (%)		
Reporting Frequency		
Assumptions		
Constraints		
Dependencies		
Measure Confidence Level		

Original details

Variations (Yellow section)

Measure / KPI 1	Variation	
Measure ID		
Measure Name		
Measure Owner		
Measure Method		
Data Source		
Measure Unit		
Measure Change	Increase	
Baseline Date (dd/mm/yyyy)	1/07/2024	
Baseline Value	1000.0	
Target Value	1500.0	
Improvement	500.0	
Realisation Start Date (dd/mm/yyyy)	1/07/2026	1/12/2026
Realisation End Date (dd/mm/yyyy)	1/07/2028	1/12/2028
Tolerance (%)	5.0%	
Reporting Frequency	Biannually	
Assumptions		
Constraints		
Dependencies		
Measure Confidence Level	High	Medium

Variation details on the DTA benefit profile template

You will need to complete the variation details box at the bottom of each updated profile.

Excel example

Benefit Profile 1

Benefit Name	Benefit Description	Benefit Owner	Benefit Type	Benefit Measure	Benefit Impact	Benefit Justification
Benefit 1	Benefit 1 Description	Benefit 1 Owner	Benefit 1 Type	Benefit 1 Measure	Benefit 1 Impact	Benefit 1 Justification
Benefit 2	Benefit 2 Description	Benefit 2 Owner	Benefit 2 Type	Benefit 2 Measure	Benefit 2 Impact	Benefit 2 Justification
Benefit 3	Benefit 3 Description	Benefit 3 Owner	Benefit 3 Type	Benefit 3 Measure	Benefit 3 Impact	Benefit 3 Justification
Benefit 4	Benefit 4 Description	Benefit 4 Owner	Benefit 4 Type	Benefit 4 Measure	Benefit 4 Impact	Benefit 4 Justification
Benefit 5	Benefit 5 Description	Benefit 5 Owner	Benefit 5 Type	Benefit 5 Measure	Benefit 5 Impact	Benefit 5 Justification
Benefit 6	Benefit 6 Description	Benefit 6 Owner	Benefit 6 Type	Benefit 6 Measure	Benefit 6 Impact	Benefit 6 Justification
Benefit 7	Benefit 7 Description	Benefit 7 Owner	Benefit 7 Type	Benefit 7 Measure	Benefit 7 Impact	Benefit 7 Justification
Benefit 8	Benefit 8 Description	Benefit 8 Owner	Benefit 8 Type	Benefit 8 Measure	Benefit 8 Impact	Benefit 8 Justification
Benefit 9	Benefit 9 Description	Benefit 9 Owner	Benefit 9 Type	Benefit 9 Measure	Benefit 9 Impact	Benefit 9 Justification
Benefit 10	Benefit 10 Description	Benefit 10 Owner	Benefit 10 Type	Benefit 10 Measure	Benefit 10 Impact	Benefit 10 Justification
Benefit 11	Benefit 11 Description	Benefit 11 Owner	Benefit 11 Type	Benefit 11 Measure	Benefit 11 Impact	Benefit 11 Justification
Benefit 12	Benefit 12 Description	Benefit 12 Owner	Benefit 12 Type	Benefit 12 Measure	Benefit 12 Impact	Benefit 12 Justification
Benefit 13	Benefit 13 Description	Benefit 13 Owner	Benefit 13 Type	Benefit 13 Measure	Benefit 13 Impact	Benefit 13 Justification
Benefit 14	Benefit 14 Description	Benefit 14 Owner	Benefit 14 Type	Benefit 14 Measure	Benefit 14 Impact	Benefit 14 Justification
Benefit 15	Benefit 15 Description	Benefit 15 Owner	Benefit 15 Type	Benefit 15 Measure	Benefit 15 Impact	Benefit 15 Justification
Benefit 16	Benefit 16 Description	Benefit 16 Owner	Benefit 16 Type	Benefit 16 Measure	Benefit 16 Impact	Benefit 16 Justification
Benefit 17	Benefit 17 Description	Benefit 17 Owner	Benefit 17 Type	Benefit 17 Measure	Benefit 17 Impact	Benefit 17 Justification
Benefit 18	Benefit 18 Description	Benefit 18 Owner	Benefit 18 Type	Benefit 18 Measure	Benefit 18 Impact	Benefit 18 Justification
Benefit 19	Benefit 19 Description	Benefit 19 Owner	Benefit 19 Type	Benefit 19 Measure	Benefit 19 Impact	Benefit 19 Justification
Benefit 20	Benefit 20 Description	Benefit 20 Owner	Benefit 20 Type	Benefit 20 Measure	Benefit 20 Impact	Benefit 20 Justification
Benefit 21	Benefit 21 Description	Benefit 21 Owner	Benefit 21 Type	Benefit 21 Measure	Benefit 21 Impact	Benefit 21 Justification
Benefit 22	Benefit 22 Description	Benefit 22 Owner	Benefit 22 Type	Benefit 22 Measure	Benefit 22 Impact	Benefit 22 Justification
Benefit 23	Benefit 23 Description	Benefit 23 Owner	Benefit 23 Type	Benefit 23 Measure	Benefit 23 Impact	Benefit 23 Justification
Benefit 24	Benefit 24 Description	Benefit 24 Owner	Benefit 24 Type	Benefit 24 Measure	Benefit 24 Impact	Benefit 24 Justification
Benefit 25	Benefit 25 Description	Benefit 25 Owner	Benefit 25 Type	Benefit 25 Measure	Benefit 25 Impact	Benefit 25 Justification
Benefit 26	Benefit 26 Description	Benefit 26 Owner	Benefit 26 Type	Benefit 26 Measure	Benefit 26 Impact	Benefit 26 Justification
Benefit 27	Benefit 27 Description	Benefit 27 Owner	Benefit 27 Type	Benefit 27 Measure	Benefit 27 Impact	Benefit 27 Justification
Benefit 28	Benefit 28 Description	Benefit 28 Owner	Benefit 28 Type	Benefit 28 Measure	Benefit 28 Impact	Benefit 28 Justification
Benefit 29	Benefit 29 Description	Benefit 29 Owner	Benefit 29 Type	Benefit 29 Measure	Benefit 29 Impact	Benefit 29 Justification
Benefit 30	Benefit 30 Description	Benefit 30 Owner	Benefit 30 Type	Benefit 30 Measure	Benefit 30 Impact	Benefit 30 Justification
Benefit 31	Benefit 31 Description	Benefit 31 Owner	Benefit 31 Type	Benefit 31 Measure	Benefit 31 Impact	Benefit 31 Justification
Benefit 32	Benefit 32 Description	Benefit 32 Owner	Benefit 32 Type	Benefit 32 Measure	Benefit 32 Impact	Benefit 32 Justification
Benefit 33	Benefit 33 Description	Benefit 33 Owner	Benefit 33 Type	Benefit 33 Measure	Benefit 33 Impact	Benefit 33 Justification
Benefit 34	Benefit 34 Description	Benefit 34 Owner	Benefit 34 Type	Benefit 34 Measure	Benefit 34 Impact	Benefit 34 Justification
Benefit 35	Benefit 35 Description	Benefit 35 Owner	Benefit 35 Type	Benefit 35 Measure	Benefit 35 Impact	Benefit 35 Justification
Benefit 36	Benefit 36 Description	Benefit 36 Owner	Benefit 36 Type	Benefit 36 Measure	Benefit 36 Impact	Benefit 36 Justification
Benefit 37	Benefit 37 Description	Benefit 37 Owner	Benefit 37 Type	Benefit 37 Measure	Benefit 37 Impact	Benefit 37 Justification
Benefit 38	Benefit 38 Description	Benefit 38 Owner	Benefit 38 Type	Benefit 38 Measure	Benefit 38 Impact	Benefit 38 Justification
Benefit 39	Benefit 39 Description	Benefit 39 Owner	Benefit 39 Type	Benefit 39 Measure	Benefit 39 Impact	Benefit 39 Justification
Benefit 40	Benefit 40 Description	Benefit 40 Owner	Benefit 40 Type	Benefit 40 Measure	Benefit 40 Impact	Benefit 40 Justification
Benefit 41	Benefit 41 Description	Benefit 41 Owner	Benefit 41 Type	Benefit 41 Measure	Benefit 41 Impact	Benefit 41 Justification
Benefit 42	Benefit 42 Description	Benefit 42 Owner	Benefit 42 Type	Benefit 42 Measure	Benefit 42 Impact	Benefit 42 Justification
Benefit 43	Benefit 43 Description	Benefit 43 Owner	Benefit 43 Type	Benefit 43 Measure	Benefit 43 Impact	Benefit 43 Justification
Benefit 44	Benefit 44 Description	Benefit 44 Owner	Benefit 44 Type	Benefit 44 Measure	Benefit 44 Impact	Benefit 44 Justification
Benefit 45	Benefit 45 Description	Benefit 45 Owner	Benefit 45 Type	Benefit 45 Measure	Benefit 45 Impact	Benefit 45 Justification
Benefit 46	Benefit 46 Description	Benefit 46 Owner	Benefit 46 Type	Benefit 46 Measure	Benefit 46 Impact	Benefit 46 Justification
Benefit 47	Benefit 47 Description	Benefit 47 Owner	Benefit 47 Type	Benefit 47 Measure	Benefit 47 Impact	Benefit 47 Justification
Benefit 48	Benefit 48 Description	Benefit 48 Owner	Benefit 48 Type	Benefit 48 Measure	Benefit 48 Impact	Benefit 48 Justification
Benefit 49	Benefit 49 Description	Benefit 49 Owner	Benefit 49 Type	Benefit 49 Measure	Benefit 49 Impact	Benefit 49 Justification
Benefit 50	Benefit 50 Description	Benefit 50 Owner	Benefit 50 Type	Benefit 50 Measure	Benefit 50 Impact	Benefit 50 Justification
Benefit 51	Benefit 51 Description	Benefit 51 Owner	Benefit 51 Type	Benefit 51 Measure	Benefit 51 Impact	Benefit 51 Justification
Benefit 52	Benefit 52 Description	Benefit 52 Owner	Benefit 52 Type	Benefit 52 Measure	Benefit 52 Impact	Benefit 52 Justification
Benefit 53	Benefit 53 Description	Benefit 53 Owner	Benefit 53 Type	Benefit 53 Measure	Benefit 53 Impact	Benefit 53 Justification
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Benefit 56	Benefit 56 Description	Benefit 56 Owner	Benefit 56 Type	Benefit 56 Measure	Benefit 56 Impact	Benefit 56 Justification
Benefit 57	Benefit 57 Description	Benefit 57 Owner	Benefit 57 Type	Benefit 57 Measure	Benefit 57 Impact	Benefit 57 Justification
Benefit 58	Benefit 58 Description	Benefit 58 Owner	Benefit 58 Type	Benefit 58 Measure	Benefit 58 Impact	Benefit 58 Justification
Benefit 59	Benefit 59 Description	Benefit 59 Owner	Benefit 59 Type	Benefit 59 Measure	Benefit 59 Impact	Benefit 59 Justification
Benefit 60	Benefit 60 Description	Benefit 60 Owner	Benefit 60 Type	Benefit 60 Measure	Benefit 60 Impact	Benefit 60 Justification
Benefit 61	Benefit 61 Description	Benefit 61 Owner	Benefit 61 Type	Benefit 61 Measure	Benefit 61 Impact	Benefit 61 Justification
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Benefit 76	Benefit 76 Description	Benefit 76 Owner	Benefit 76 Type	Benefit 76 Measure	Benefit 76 Impact	Benefit 76 Justification
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Benefit 80	Benefit 80 Description	Benefit 80 Owner	Benefit 80 Type	Benefit 80 Measure	Benefit 80 Impact	Benefit 80 Justification
Benefit 81	Benefit 81 Description	Benefit 81 Owner	Benefit 81 Type	Benefit 81 Measure	Benefit 81 Impact	Benefit 81 Justification
Benefit 82	Benefit 82 Description	Benefit 82 Owner	Benefit 82 Type	Benefit 82 Measure	Benefit 82 Impact	Benefit 82 Justification
Benefit 83	Benefit 83 Description	Benefit 83 Owner	Benefit 83 Type	Benefit 83 Measure	Benefit 83 Impact	Benefit 83 Justification
Benefit 84	Benefit 84 Description	Benefit 84 Owner	Benefit 84 Type	Benefit 84 Measure	Benefit 84 Impact	Benefit 84 Justification
Benefit 85	Benefit 85 Description	Benefit 85 Owner	Benefit 85 Type	Benefit 85 Measure	Benefit 85 Impact	Benefit 85 Justification
Benefit 86	Benefit 86 Description	Benefit 86 Owner	Benefit 86 Type	Benefit 86 Measure	Benefit 86 Impact	Benefit 86 Justification
Benefit 87	Benefit 87 Description	Benefit 87 Owner	Benefit 87 Type	Benefit 87 Measure	Benefit 87 Impact	Benefit 87 Justification
Benefit 88	Benefit 88 Description	Benefit 88 Owner	Benefit 88 Type	Benefit 88 Measure	Benefit 88 Impact	Benefit 88 Justification
Benefit 89	Benefit 89 Description	Benefit 89 Owner	Benefit 89 Type	Benefit 89 Measure	Benefit 89 Impact	Benefit 89 Justification
Benefit 90	Benefit 90 Description	Benefit 90 Owner	Benefit 90 Type	Benefit 90 Measure	Benefit 90 Impact	Benefit 90 Justification
Benefit 91	Benefit 91 Description	Benefit 91 Owner	Benefit 91 Type	Benefit 91 Measure	Benefit 91 Impact	Benefit 91 Justification
Benefit 92	Benefit 92 Description	Benefit 92 Owner	Benefit 92 Type	Benefit 92 Measure	Benefit 92 Impact	Benefit 92 Justification
Benefit 93	Benefit 93 Description	Benefit 93 Owner	Benefit 93 Type	Benefit 93 Measure	Benefit 93 Impact	Benefit 93 Justification
Benefit 94	Benefit 94 Description	Benefit 94 Owner	Benefit 94 Type	Benefit 94 Measure	Benefit 94 Impact	Benefit 94 Justification
Benefit 95	Benefit 95 Description	Benefit 95 Owner	Benefit 95 Type	Benefit 95 Measure	Benefit 95 Impact	Benefit 95 Justification
Benefit 96	Benefit 96 Description	Benefit 96 Owner	Benefit 96 Type	Benefit 96 Measure	Benefit 96 Impact	Benefit 96 Justification
Benefit 97	Benefit 97 Description	Benefit 97 Owner	Benefit 97 Type	Benefit 97 Measure	Benefit 97 Impact	Benefit 97 Justification
Benefit 98	Benefit 98 Description	Benefit 98 Owner	Benefit 98 Type	Benefit 98 Measure	Benefit 98 Impact	Benefit 98 Justification
Benefit 99	Benefit 99 Description	Benefit 99 Owner	Benefit 99 Type	Benefit 99 Measure	Benefit 99 Impact	Benefit 99 Justification
Benefit 100	Benefit 100 Description	Benefit 100 Owner	Benefit 100 Type	Benefit 100 Measure	Benefit 100 Impact	Benefit 100 Justification

Variation Details

(Complete this section if you have entered values in the variation columns)

SRO Approval Date

Benefit Owner Approval Date

Variation Description

Variation Impact

Variation Justification

Variation impact ratings

Low impact: The change is administrative or to improve existing benefit clarity. Benefit and measure(s) are unchanged. No change to definition of investment success. E.g. changing benefit category; small adjustment to the reporting frequency; new Benefit Owner from the same area; refining existing assumptions.

Medium impact: The change is a small adjustment to the benefit or measure(s) with no change to benefit intent or definition of investment success. E.g. changing benefit type from cash to non-cashable; new Benefit Owner from a new area; revised name/description; new measure method.

High impact: Change is a significant realignment of the benefit or measure(s) which clearly changes the intent of the benefit and potentially involves material change to the definition of investment success. E.g. removing or adding measures; decreasing benefit confidence; pushing back realisation dates; changing the fundamental nature of the benefit.

Variation Details (Complete this section if you have entered values in the variation columns)	
SRO Approval Date	
Benefit Owner Approval Date	
Variation Description	(What are you changing in this profile)
Variation Impact	(Low, Medium or High)
Variation Justification	(Why is this necessary and have the implications been considered in sufficient depth)

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Can I vary a baseline which has already been varied?

Yes. The process is the same as above (i.e. completing the yellow variation column). Please ensure sufficient justification and approval is provided.

Template guidance

New variations can be overwritten over the top of variations already entered in the yellow variation column. Please ensure the yellow 'Variation details' box is updated in full. It is recommended that agencies save a copy of the original and varied profiles to assist with traceability and record-keeping.

What if I need to remove a benefit?

Proceed with caution if you are removing a benefit. Generally, removing a benefit is considered a highly significant change and would require considerable stakeholder consultation and governance approval within your agency. Consider whether the removal of this benefit affects the integrity of the business case and ensure sufficient justification is provided.

Template guidance

The original benefit can be left as-is. The yellow 'Variation details' box will need to be completed with the details of the benefit's removal.

Can I add a benefit?

Yes, it is possible to add benefits, including emergent benefits. This is generally considered a significant change and will likely require stakeholder consultation and governance approval within your agency. Keep in mind that the benefit profile is intended for top-level/key benefits only. A guide to the number of top-level benefits investments usually have is included in the [Benefits Management Policy | aga](#). All top-level benefits will need to be monitored and reported on to the DTA.

Template guidance

Record the benefit on a new tab in Excel. The yellow 'Variation details' box will also need to be completed.

What else do I need to do?

Please provide the approved benefit profiles to portfolio.assurance@dta.gov.au.

Agencies should consider any flow-on impacts for the project and stakeholders. It is strongly recommended that agencies also review and update their BRP if required.

Contact & Feedback



Please contact us for additional assistance

In the first instance, in-flight agencies should contact their DTA Portfolio Managers for assistance via portfolio.assurance@dta.gov.au. DTA's Portfolio Managers will be able to triage requests as necessary.

Establishing a baseline

Agencies that are seeking support in establishing a baseline as part of their business case or new policy proposal should contact investment@dta.gov.au.

Agency feedback

The DTA values your feedback and ideas to help improve our processes and information. If you have any comments regarding this document, please share your thoughts with us:

benefits.management@dta.gov.au

Links mentioned in this document

[Benefits Management Policy](#)

[Benefits Management guides and tools | aga](#)