



Financial management framework guidance

Regional Airports Program

June 2026

Purpose

This guidance is intended to support applicants to understand the financial management requirements of the Regional Airports Program (RAP) Round 5 Grant Opportunity Guidelines (Guidelines).

Background

Regional airports play a vital social and economic role in local communities across Australia.

The objective of the RAP is to improve the safety and accessibility of airports or aerodromes in regional areas of Australia by assisting airport or aerodrome owners/operators to undertake essential safety and access works.

The RAP Round 5 Guidelines require applicants when seeking funding of more than \$4 million to submit a financial management framework with their grant application, in addition to the other documents such as evidence of co-funding and written support from the relevant state or territory government.

Why is a financial management framework important?

When seeking government funding for infrastructure investments, regional airports are expected to demonstrate sound asset and financial management practices.

Effective management of airport assets and infrastructure requires a strategic approach supported by systems, processes, and forward planning.

By applying a financial management framework, regional airports can:

- improve financial planning, reduce operational risk, and provide a sound basis for future investment decisions
- engage more effectively with airlines and other stakeholders by facilitating informed discussions on future demand for air services, costs, and financial contributions

- outline the processes to effectively manage the assets through the life cycle from planning to disposal, including an increased emphasis on ongoing long-term asset maintenance.

RAP financial management framework requirements

Applicants should provide the following information as part of the financial management framework:

Strategic and governance documentation

- an airport business plan
- a governance plan
- a risk management plan

Financial summary (5–10 year forecast)

A financial summary covering the current year and a five to 10-year forecast of:

- operational expenditure, both aeronautical and non-aeronautical expenditure
- revenue
 - aeronautical revenue (for example, airport charges)
 - non-aeronautical revenue (for example, car parking, property and land leases)
- profit and loss (whether positive, break even or negative)
- target / projected rate of return (return on assets, capital or investment)

Future demand for air transport services (5–10 year forecast)

- passenger numbers by activity, including:
 - Regular Public Transport flights
 - charter flights (for example, mining or government)
 - General Aviation flights
 - emergency and medical flights
 - freight
- aircraft movements by aircraft type

Supporting statement to the financial summary

A supporting narrative that includes:

- analysis of financial trends (for example, past, present and projected revenues, costs and profits / losses)
- how any losses are funded
- a summary of the key risks and key assumptions underpinning forecasts (for example economic and population trends)
- scenario-planning for forecasts and trend analysis
- information about aeronautical revenues: for example, a schedule of current fees charged to airlines, including:
 - landing charges (for example, by Maximum Take Off Weight or aircraft type)
 - passenger service charges, including any dedicated security / screening charges
 - aircraft parking charges, if any
 - any fuel related charges, if any

- information about operating costs: issues, highlights and trends (past, present and future)
- how the future maintenance, renewal and/or replacement cost of the funded asset will be financed, including impacts of investment in the funded asset on the airports:
 - revenue (for example, changes to airport charges in light of investments)
 - operating costs (for example, changes to annual maintenance costs after any expansions or enhancements)
- any engagement with airlines and relevant stakeholders regarding proposed prices, costs, asset or infrastructure investment and risk allocation and their views.

Asset Management Plan

An asset management plan that includes:

- a comprehensive register of the airport’s aeronautical and non-aeronautical assets
- a description of each asset and its condition (good, fair, poor)
- asset value, depreciation method and remaining useful life
- maintenance schedules and capital renewal or replacement requirements for each asset
- a capital investment plan outlining forecast capital renewal, upgrade and disposal requirements of the airport’s facilities and infrastructure.

Document Control

Refer to the following table for the approver and latest version of this document.

Version	Release date	Approver	Reason for update
1.0	Feb 2026	A/g Assistant Secretary Domestic Policy & Programs Branch	Initial release of document.