

Briefing: Chateau Tongariro – Options for Next Steps

To	Minister of Conservation	Date submitted	16 October 2024
Action sought	Your feedback is sought on the draft Cabinet paper	Priority	High
Reference	24-B-0281	DocCM	DOC-7670453
Security Level	In Confidence		
Risk Assessment	High Significant risk of damage to buildings and high levels of reputational risks	Timeframe	Provide feedback to officials and approve papers for ministerial consultation by 23 October
Attachments	Attachment A – Cabinet Paper – Chateau Tongariro Options for Next Steps		
Contacts			
Name and position			Cell phone
Mike Tully, Deputy Director-General, Organisation Support			9(2)(a)
Ruth Isaac, Deputy Director-General, Policy and Regulatory Services			9(2)(a)

Executive summary

1. This briefing provides you with a draft Cabinet paper for your feedback. It seeks Cabinet direction on the long-term future of the Chateau Tongariro (the Chateau) and approval to decommission the building while longer term options are investigated.
2. In the draft Cabinet paper, we suggest that you recommend that the Department of Conservation (DOC) completes the Expression of Interest (EOI) for re-leasing the Chateau to find out what might be required from the Crown for a private investor to take on the building. 9(2)(f)(iv) [redacted]
[redacted]. However, completing the EOI could help inform final decisions on the Chateau and make the case that the building is beyond reasonable use if there is no interest in it.
3. Once the EOI has been completed, 9(2)(f)(iv), 9(2)(g)(i) [redacted]
[redacted]
[redacted]
4. 9(2)(g)(i) [redacted]
[redacted]. 9(2)(f)(iv) [redacted]
[redacted] working with DOC as the landowner.
5. 9(2)(f)(iv) [redacted]
[redacted]
[redacted]
6. While the Chateau is costing DOC a significant amount of money in the short term for which DOC is not funded, 9(2)(f)(iv) [redacted]
[redacted]
[redacted]
7. We have received feedback through agency consultation that supports undertaking further analysis of the options before a final decision is made on next steps. This includes advice from Treasury that the options should go through a business case process, which will take time and cost money. This may affect how you wish to proceed with the Cabinet paper or some of the recommendations.
8. You indicated you wish to take this paper to Cabinet Committee (ECO) on 6 November. To meet this timeframe, we will need your feedback by 23 October. This would then go to Cabinet on 11 November.
9. In addition, we recommend that you meet with the Ministers of Finance, Arts, Culture and Heritage, Regional Development, and Infrastructure to discuss the options proposed in the paper, in the context of broader decisions being made in the area, such as the Whakapapa ski field.

We recommend that you ... (Ngā tohutohu)

		Decision
a)	Provide feedback on the draft Cabinet paper attached to this briefing by 23 October.	Yes / No
b)	Note that we recommend DOC completes the EOI to find out what might be required from private investors (e.g. financial support and/or a longer lease term) to take on the Chateau to inform final decisions on the building.	Noted
c)	Note that we recommend that once the EOI 9(2)(f)(iv), [REDACTED]	Noted
d)	Note that we recommend seeking a 9(2)(f)(iv) [REDACTED]	Noted
e)	Note that the draft Cabinet paper recommends decommissioning the building in the short term to reduce DOC's ongoing costs, 9(2)(g)(i) [REDACTED]	Noted
f)	Note that we have received feedback through agency consultation that suggests further work is required on the options for the Chateau before final decisions are made on next steps.	Noted
g)	Agree to consult with the Minister of Finance, Arts, Culture and Heritage, Regional Development, and Infrastructure to discuss the options proposed in the paper, in the context of broader decisions being made in the area, such as the Whakapapa ski field.	Yes / No

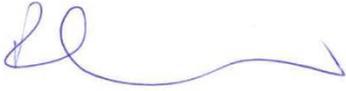


Date: 16/10/2024

Mike Tully
Deputy Director-General, Organisation Support

Date: / /

Hon Tama Potaka
Minister of Conservation



Date: 16/10/2024

Ruth Isaac
**Deputy Director-General, Policy and
Regulatory Services**

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Purpose – Te aronga

1. This briefing seeks your feedback on a draft Cabinet, which seeks Cabinet's direction on the next steps for the Chateau Tongariro (the Chateau), including approval to decommission the building in the short term.

Background and context – Te horopaki

Expression of interest process for re-leasing the building as a hotel

2. In August 2024, we provided advice on the expression of interest (EOI) process (Ref 24-B-0385), where you agreed to stop the EOI and seek direction on next steps for the Chateau from Cabinet.
3. During the development of the EOI, individuals who were interested in participating in the EOI were recorded in a register and we have contacted all interested parties to determine the nature and level of commercial interest. Out of 26 registered parties, eight responded and overall comments are:

a) 9(2)(f)

[Redacted]

b) 9(2)(f)

[Redacted]

4. Given this feedback, we recommend that we complete the EOI process to establish the credibility of the interested parties who do not require Crown investment to inform any final decisions on the Chateau. 9(2)(f)(iv), 9(2)(g)(i)

[Redacted]

Options for next steps

Medium to longer term options

5. The draft Cabinet paper sets out the following medium to long-term options:

a) **Option 1:** 9(2)(f)(iv)

[Redacted]

b) **Option 2:** 9(2)(f)(iv)

[Redacted]

[Redacted]

c) **Option 3:** 9(2)(f)(iv)

[Redacted]

6. 9(2)(f)(iv)

[Redacted]

7. We recommend that once the EOI is completed, 9(2)(f)(iv), 9(2)(g)(i)

[Redacted]

8. 9(2)(f)(iv), 9(2)(g)(i)

[Redacted]

9. Initial comments from Te Waihanga is that "seeking options for commercial solutions that minimise costs to the Crown could be a 9(2)(g)(i)

[Redacted]

Short term options

10. In the short term, 9(2)(f)(iv)

[Redacted]

10. While the Chateau is costing DOC a significant amount of money in the short term for which it is not funded, 9(2)(f)(iv), 9(2)(g)(i)

[Redacted]

9(2)(f)(iv), 9(2)(j)

[Redacted]

Agency feedback

11. DOC has engaged with the Ministry of Culture and Heritage, Treasury, Department of Internal Affairs, Te Arawhiti and Te Waihanga, in relation to this paper. Overall, their feedback supports undertaking further analysis of the options before a final decision is made on next steps. The key points raised were:
- a) Completing the EOI could help make 9(2)(g)(i), 9(2)(f)(iv) [redacted]
 - b) 9(2)(g)(i), 9(2)(f)(iv) [redacted]
 - c) 9(2)(f)(iv), 9(2)(g)(i) [redacted]
 - d) A full cost-benefit analysis has not been carried out 9(2)(g)(i) [redacted]
 - e) 9(2)(g)(i) [redacted]

Next steps – Ngā tāwhaitanga

12. We recommend that you meet with the Ministers of Finance, Arts, Culture and Heritage, Regional Development, and Infrastructure to discuss the options proposed in the paper, in the context of broader decisions being made in the area, such as the Whakapapa ski field.
13. If the paper is to be considered at the ECO cabinet committee on 6 November 2024, it will need to be lodged by 31 October. This will require a shortened period for ministerial consultation in accordance with the following schedule:

Cabinet Paper timeline

Recommended timeframes	Key deliverable
15 to 22 October (5 days only)	Initial feedback from Minister
23 to 30 October (5 days only)	Draft Cabinet Paper circulated for Ministerial consultation
31 October	Cabinet Paper Lodgement
6 November	Consideration at Cabinet ECO
7 November	Cabinet meeting

ENDS

Attachment A

Cabinet paper **Note: Draft Cabinet Paper withheld in full subject to section 9(2)(f)(iv)**

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Briefing: Update on the Chateau and draft letter to Iwi inviting a site inspection

To	Minister of Conservation	Date submitted	15 September 2025
Action sought	Note the update and sign the attached letters to Iwi.	Priority	High
Reference	25-B-0417	DocCM	DOC-10444605
Security Level	In Confidence, Commercial	Timeframe	19 September 2025
Risk Assessment	Medium The Crown-Iwi relationship is tense. A previous attempt to engage on long-term options for the Chateau had limited success. Making decisions on the remediation and use of the Chateau may impact ongoing Treaty settlement negotiations.		
Attachments	Attachment A – Draft letters proposed to be sent from you to eight Iwi groups		

Contacts	
Name and position	Phone
Mike Tully - Deputy Director-General Organisation Support	9(2)(a)
Shan Baththana - Director Asset Management	9(2)(a)

Purpose – Te aronga

- To seek your agreement to sign a letter to eight Iwi groups explaining the urgency behind your intended approach to progress long-term options for the Chateau Tongariro and inviting them to visit the Chateau and ancillary buildings.

Background and context – Te horopaki

The Chateau Cabinet paper has been deferred until we can address feedback from your office and complete Iwi engagement

- On 18 August, your office provided feedback on a draft Chateau Cabinet paper, which had been revised to present and address agency consultation. The feedback from your office was that we needed to:

- 9(2)(f)(iv) [redacted]
- 9(2)(f)(iv) [redacted]
- 9(2)(f)(iv) [redacted]

3. We have been gathering the information requested by your office and have approached the relevant Iwi to better understand their views.
4. On 8 September, you instructed DOC officials to initiate a Request for Proposal (RFP) process for remediation and occupation of the Chateau.

DOC has received advice that the Government should confirm its position on several matters before releasing an RFP

5. Following a previous Expression of Interest (EOI) process, 9(2)(j) [redacted] have confirmed their interest in the Chateau. They include the following entities, whose names must remain confidential at this stage:

- 9(2)(j) [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

6. We have invited them to visit the Chateau on 7 and 8 October 2025. This will give them an opportunity to determine what due diligence they may wish to undertake before potentially engaging in an RFP process.
7. We are engaging CBRE New Zealand as our property agents to assist with developing and running an RFP process for the Chateau and its ancillary buildings.
8. CBRE has recommended that we confirm the following matters before initiating the RFP, to ensure we receive comprehensive and definitive responses:

CBRE advises that we:	Comment:
Confirm the Crown's commitment to 9(2)(f)(iv) [redacted]	9(2)(g)(i) [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]

<p>Complete a detailed seismic assessment and remediation cost estimate to provide to shortlisted parties</p>	<p>We have completed a high-level seismic assessment report and have a high-level estimate of costs. This report is, or will be, available to the parties and Iwi. [REDACTED]</p> <p>9(2)(j) [REDACTED]</p> <p>Depending on the outcome of the Ministry of Business, Innovation and Employment's Seismic Risk Management Review, remediation costs might be reduced, meaning our current estimate could soon be out of date. If costs are significantly reduced due to a lower level of required remediation, this could 9(2)(f)(iv) [REDACTED]</p> <p>CBRE recommends that a more detailed seismic assessment and assessment of costs are completed and released to inform the RFP.</p>
<p>Clarify the Crown's position on financial contributions toward building repairs</p>	<p>Given the Government's constrained fiscal environment, we have been operating on the assumption that no further Crown funding can be expected. We could test this assumption in a future Cabinet paper.</p>
<p>Decision on whether to 9(2)(f)(iv) [REDACTED]</p>	<p>9(2)(g)(i) [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>Confirmation on the resolution of the dispute with Kah New Zealand Ltd (KAH)</p>	<p>9(2)(g)(i) [REDACTED]</p> <p>9(2)(h) [REDACTED]</p> <p>We will brief you on this issue in further detail, and on a recommended approach to resolving the dispute, once we receive this advice.</p>

9. CBRE advised that subject to confirming the above matters, it would take eight weeks to prepare and release the tender to the market.

We have initiated engagement with Iwi to test the acceptability of longer-term lease options for the Chateau

10. In August 2025, DOC sent letters to the following Iwi:
- Ngā Tāngata Tiaki o Whanganui
 - Ngāti Hāua ki Taumarunui Iwi Trust
 - Ngāti Hikairo ki Tongariro
 - Ngāti Rangī
 - Te Korowai o Wainuiārua

- Te Kotahitanga o Ngāti Tūwharetoa
 - Te Patutokotoko
 - Te Tari o Te Ariki o Tūwharetoa
11. The letters notified Iwi of the intended process for identifying interested parties to take on short-term leases for some of the ancillary buildings and sought to engage with them on their views on the long-term options for the Chateau.
 12. Only one response has been received so far. Te Patutokotoko responded that a master plan (“long-term strategic planning”) for Whakapapa Village is required before any substantive engagement can take place. Informal feedback we have heard from some other Iwi echoes this sentiment.
 13. Given your instruction to proceed to an RFP and open the buildings for viewing, we recommend that you send a letter to all eight Iwi that:
 - acknowledges Iwi concerns, but notes that progressing a long-term option for the Chateau carries urgency given the increasing degradation, and
 - invites Iwi to visit the Chateau and the ancillary buildings.
 14. A draft letter is attached for your consideration (see **Attachment A**). If you agree, we recommend that the letter is sent as soon as possible given that we have already sent other stakeholders a letter inviting them to view the Chateau in early October 2025.

DOC is exploring short-term options for the ancillary buildings

15. DOC is exploring short-term options to lease some of the accommodation buildings on a short-term basis, to present to the market.
16. DOC will invite interested parties and Iwi to inspect the buildings.

You asked officials when you might be able to take a paper to Cabinet

17. The timing to take a decision to Cabinet depends on your preferred approach.
18. We recommend completing the engagement already underway with Iwi. Then, we suggest seeking, if needed, 9(2)(f)(iv) [REDACTED], before releasing an RFP.
19. This option is in line with the advice we received from CBRE – that to receive quality responses to the RFP, we need to have confirmed these matters beforehand.
20. Confirming Iwi views on a 9(2)(f)(iv) [REDACTED] will be important to providing Cabinet with the necessary context to make a well-informed decision. **Attachment A** is intended to help progress that engagement which DOC will proceed with.
21. If you agree to this sequence of next steps, a Cabinet paper will be developed by the end of the calendar year. This indicative timeframe is subject to change, particularly if there are delays associated with Iwi engagement.
22. You could choose to progress an RFP without confirming the Government’s position 9(2)(f)(iv) [REDACTED]. However, this may undermine the RFP process to an extent that it needs to be repeated in future, once the Government’s position has been confirmed.

Risks, implications, and consultation

23. There are many live issues in this region (Central North Island) which we are working to coordinate to ensure consistent and informed advice to decision makers.

24. These issues include **Out of Scope** [redacted], and the options for the Chateau and ancillary buildings.
25. The letter we have drafted for you (see **Attachment A**) acknowledges that making decisions on the remediation and use of the Chateau may impact ongoing Treaty settlement negotiations and long-term spatial planning.
26. Deliberately sign-posting and stepping through the process we are proposing is intended to improve certainty for our Treaty partners and should assist with informed engagement and feedback for us.

Treaty principles (section 4) – Ngā mātāpono Tiriti (section 4)

27. Outside of the formal letters we propose that you sign, DOC staff are continuing to engage with Iwi on the Chateau on an informal basis.
28. **9(2)(g)(i)** [redacted].
29. The overwhelming request from some Iwi is for DOC to work with them on a master plan for Whakapapa Village. DOC has committed to working with Iwi on this.

Next steps – Ngā tāwhaitanga

30. We recommend you sign **Attachment A**. If you agree to sign, we will work with your office to ensure they are sent appropriately.
31. On 24 September, we intend to brief you further on work to date for the Chateau, the progress we have made towards releasing the RFP, and other matters related to the Chateau.
32. On 1 October (subject to receiving legal advice in time), we intend to brief you on the legal dispute with KAH, including recommendations for ways forward.

We recommend that you ... (Ngā tohutohu)

		Decision
a)	Agree to sign a letter (Attachment A) to Iwi explaining the urgency behind your intended approach to progress long-term options for the Chateau Tongariro and inviting them to visit the Chateau and ancillary buildings.	Yes / No
b)	Agree to completing the engagement already underway with Iwi, followed by, if needed, seeking Cabinet's decisions on acceptable lease terms, and whether the Government can [redacted] 9(2)(f)(iv) [redacted], before releasing an RFP.	Yes / No

Date: / /
Mike Tully
Deputy Director-General Organisation
Support

Date: / /
Hon Tama Potaka
Minister of Conservation

ENDS



Briefing: Leasing the Chateau Tongariro

To	Minister of Conservation	Date submitted	5 November 2025
Action sought	Agree to the recommended process for leasing the Chateau and Iwi engagement	Priority	High
Reference	ADVB-15	DocCM	DOC- 10475243
Security Level	In Confidence - parts are legally privileged		
Risk Assessment	High There are legal, relationship and reputational risks associated with some engagement options for progressing a lease for the Chateau	Timeframe	14 November 2025
Attachments	None		

Contacts	
Name and position	Phone
Mike Tully, Deputy Director-General Organisation Support	9(2)(a)
Jonty Somers, Chief Legal Adviser	9(2)(a)

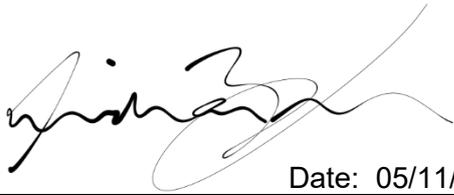
Executive summary – Whakarāpopoto ā kaiwhakahaere

1. You have asked for advice on timing options for securing a lessee for the Chateau.
2. The process for securing a lessee has four steps: lwi engagement; release and analysis of a Request for Proposals (**RFP**); an invitation to the successful RFP respondent to submit a concession application; and processing and approval of the concession. Lwi engagement is progressing alongside conversations to re-set the wider relationship.
3. We have identified three potential timing options for these steps:
 - **Option 1:** lwi engagement progresses **9(2)(g)(i)** and the RFP process is completed by the end of **9(2)(g)(i)**
 - **Option 2:** lwi engagement finishes end of **9(2)(g)(i)**
 - **Option 3 (recommended):** lwi engagement progresses through until the end of **9(2)(g)(i)**
4. We have obligations to meaningfully engage and work with lwi, Hapū and Māori organisations from section 4 (**s.4**) of the Conservation Act 1987 (**CA87**, or **the Act**), Treaty settlements, and post-settlement agreements. S.4 requires anyone working under the Act or the Acts in the schedule to the Act to give effect to the principles of the Treaty of Waitangi when interpreting or administering anything under the Act.
5. We recommend the timeline in **Option 3** as it best meets our statutory obligations without materially affecting the overall timeline for when the Chateau would become operational, given the other processes involved.
6. We estimate with this option a lease could be in place **9(2)(g)(i)**, assuming that there is an acceptable proposal out of the RFP process.
7. If Option 1 or Option 2 is preferred, there is **9(2)(g)(i)**
8. **9(2)(g)(i)**
9. We request a decision from you on which timeframe we should work to.

We recommend that you ... (Ngā tohutohu)

		Decision
	<p>Instruct DOC to work to a timeline for RFP to enable completion of the RFP process by EITHER</p> <p>i) 9(2)(g)(i) for lwi/Māori engagement to inform a decision to release the RFP, plan upcoming engagement for a concession, and pre-engage Treaty partners over the concession.</p> <p>OR</p> <p>ii) 9(2)(g)(i) for lwi/Māori engagement to inform a decision to release the RFP, plan upcoming engagement for a concession, and pre-engage Treaty partners over the concession.</p>	<p>Yes / No</p> <p>Yes / No</p>

	<p>OR</p> <p>ii) [Recommended] 9(2)(g)(i) – 9(2)(g)(i) for Iwi/Māori engagement to inform a decision to release the RFP, plan upcoming engagement for a concession, and pre-engage Treaty partners over the concession.</p>	<p>Yes / No</p>
	<p>Note we will update you on Treaty partner views following engagement and confirm the key parameters of the RFP prior to its release.</p>	



Date: 05/11/2025

Mike Tully
Deputy Director-General Organisation
Support

Date: / /

Hon Tama Potaka
Minister of Conservation

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Purpose – Te aronga

1. To provide you with advice on timing options to progress leasing the Chateau Tongariro.

Background and context – Te horopaki

2. At the officials meeting on 20 October 2025, you requested advice on timelines for securing a party to lease the Chateau as a hotel. There are four key steps in this process:
 - a. Engaging and working with Iwi and Māori to ensure we are giving effect to our obligations under section 4 (s.4) of the Conservation Act 1987 (CA87 or the Act)
 - b. Running a Request for Proposals (RFP) process for interested commercial parties
 - c. Inviting the successful party from the RFP to apply for a lease, and
 - d. Processing their concession application.

3. In preparation for the steps above, we have already undertaken the following actions:

- **Inviting our Treaty partners and affected Māori organisations¹ to hui with us to re-set our wider relationships:** We sent letters about the Chateau and ancillary buildings and an initial pānui in August 2025 on a wider relationship re-set and indicated that there would likely be a follow up with regard to the Chateau.

We have followed this up and regional operations have made some direct calls. More direct and kanohi ki te kanohi conversations need to be undertaken. We are moving towards meeting with Iwi individually and/or collectively in mid-November.

We need to address some long-standing matters with Iwi both individually and collectively to demonstrate good faith to encourage Iwi to come to the table.

- **Resolving end of lease matters:** We have been working on a strategy to resolve end of lease matters associated with termination of the KAH NZ Ltd (KAH) lease.

We have briefed you on the recommended options and have received a decision from you on a path to follow [25-B-0453 refers].

- **Protecting the option of tendering the lease opportunities:** We initiated a process under s.17ZG(2)(a) of the CA87, to protect the opportunity to tender the lease of the Chateau and ancillary buildings.

This action alleviates the need to process any lease application that may be received in the meantime.

- **Catching up on maintenance of the ancillary buildings:** We are funding and scheduling remedial/maintenance work to bring some of the ancillary buildings up to healthy home standards so we can make them available on short-term leases as accommodation.

Timing options for securing a lessee

4. We have identified three timing options for the steps required to secure a lessee. These vary by the amount of time allocated for engagement with Iwi and Māori organisations to allow us to fulfil our obligations under s.4.

¹ These are listed in Paragraph 16 below.

5. These different timings have implications for the date for completion of the RFP and concession processing.
6. The renovations timeframes are placeholders only and would need to be confirmed with potential respondents in the market.
7. The three options illustrated in Table 1 are:
 - **Option 1:** Iwi engagement finishes 9(2)(g)(i) [redacted]
 - **Option 2:** Iwi engagement finishes end of 9(2)(g)(i) [redacted]
 - **Option 3:** Iwi engagement finishes end of 9(2)(g)(i) [redacted] and the RFP process is completed by the end of 9(2)(g)(i) [redacted]
8. The timeline below allows for a shut-down over the Christmas break. 9(2)(g)(i) [redacted]. RFP respondents will identify the time they consider these works will take in their responses to the RFP.

Table 1: Three options for RFP release and following steps towards leasing the Chateau

9(2)(g)(i) [redacted]

Crucial elements for success in a leasing process based on our concessions experience

9. If an RFP is put to the market, and we receive viable responses, then any invitation that follows for a concession is a fresh statutory process, that cannot have a pre-determined outcome.
10. We are required to publicly notify the application. In this part of the leasing process, our section 4 obligations remain which require us to work with Iwi and affected Māori organisations.

11. We have learned that there are some elements in a concession process that make it more likely to run smoothly for applicants, Treaty partners and other interested or affected parties, DOC’s processing teams and the decision-maker. These are:
 - The necessity of DOC providing full information upfront so that those tendering aren’t asked to provide follow up information in any RFP or tender process once the RFP or concession application is received.
 - Working in a genuine manner with Iwi on an RFP or concession in advance of the response or application coming in – 9(2)(g)(i)
 - Being fully cognisant that an RFP is likely to be followed by an invitation to apply for a concession, and that both processes obligate us to comply with s.4 of the CA87 and may require public notification of the concession and hearings. These processes require set minimum times to set up and run well, and
 - Resourcing the process fully – with our permissions, communications, regional operations and legal teams all giving priority to the work. Teams need to start work on the necessary steps in the process early – while the steps are consecutive, the work to advise a decision-maker, for example, can be started and well underway while awaiting feedback from a step such as public notification.

Assessment of the options for completion of the RFP

12. Drawing on the elements for success that we know will be crucial in the leasing process for the Chateau, we have chosen four relevant criteria to assess the options against. They are:
 - Whether there is sufficient time to work with and engage with Treaty partners and Māori organisations to enable their feedback on the leasing of the Chateau and whether there is time to design the RFP process in light of the feedback we receive,
 - What risks are associated with each option and whether they can be mitigated,
 - Whether there is sufficient time to plan and engage with Treaty partners in design of the concession process, and
 - What the impact on the overall leasing process is of choices for the early steps in the process, particularly the RFP release timeline.
13. An assessment of the three options is provided below in Table 2.

Table 2: Analysis of the three options

Option	Duration of engagement	Our analysis of the option	Estimated lease commencement date
Option 1	9(2)(g)(i)	Option 1 allows very little time to engage with the range of partners and organisations that we must engage with. Adopting this timeframe raises legal and relationship risks as we may be regarded to be forcing their responses into a very compressed timeframe.	9(2)(g)(i)

		It allows very little time to plan and pre-engage with our Treaty partners over a possible concession application.	
Option 2	9(2)(g)(i)	Option 2 practically provides just a little more time because while it allows more working days, it runs across the summer and towards February, when the Māori calendar has meetings and preparation for Rātana and Waitangi. This option carries similar risks as Option 1 for the RFP decision and the potential subsequent concession process.	9(2)(g)(i)
Option 3 (recommended)	9(2)(g)(i)	Option 3 provides the best opportunity for respectful engagement, by initiating engagement this calendar year, and allowing more time after Waitangi. It allows time for planning and pre-engagement with our Treaty partners over a possible concession application.	9(2)(g)(i)

We are engaging with Iwi and affected Māori organisations

We have an obligation to engage as part of giving effect to our statutory obligations

14. A critical statutory obligation to be considered as part of any Chateau lease is s.4 of the CA87. As part of this, we are required to engage with our Treaty partners and affected Māori organisations.
15. How we engage with Iwi, Hapū and Māori organisations is governed by our commitments under Treaty settlements and other post-settlement agreements. These include obligations for notice periods for hui and requirements for information to be provided ahead of time to support engagement.
16. The Iwi and affected Māori organisations that we have identified for engagement are:
 - Ngā Tāngata Tiaki o Whanganui
 - Te korowai o Wainuiārua
 - Ngāti Hāua ki Taumarunui Iwi Trust
 - Te Kotahitanga o Ngāti Tūwharetoa
 - Ngāti Hikairo ki Tongariro
 - Te Patutokotoko
 - Ngāti Rangi
 - Te Tari o Te Ariki o Tūwharetoa.

Engagement is underway

17. We initiated engagement with these groups in August 2025, seeking their views on the future of the Chateau and ancillary buildings. On 23 October 2025 we sent a second pānui about resetting relationships and inviting them to meet with us to discuss the same kaupapa.

18. This invitation is being followed up with phone calls being made from 3 November 2025. We are planning to meet kanohi ki te kanohi in mid-November. The Department needs to progress a number of other issues to support Iwi to work with us on the Chateau matter, and even then, there are mixed views on the future of the Chateau.

Allowing sufficient time for Iwi engagement is a key for a smooth process

19. The quality of our engagement and work with Iwi, and us involving them at the start of the process, is likely to ensure that this is meaningful and produces productive results for all parties.
20. 9(2)(h) [Redacted]
21. 9(2)(h) [Redacted]
22. 9(2)(g)(i) [Redacted]
23. We recommend allowing sufficient time to comply with the tikanga in the protocol documents and undertakings we have entered into with Treaty partners to allow good-faith engagement with Iwi and Māori organisations. We recommend an option for the timeline for the RFP in this briefing that allows such time.
24. In response to the August pānui, we heard directly from Te Patutokotoko that the future of the Chateau needed to be considered in light of wider matters, and the need for a strategy for the Whakapapa village as a whole. Our Treaty partners will likely request that matters such as this are addressed alongside or ahead of the Chateau lease kaupapa.
25. If our Treaty partners choose not to engage in the kaupapa, we will provide you with advice on next steps.

We have started preparatory work for the RFP

26. We have been working with CBRE, a property management and commercial real-estate agency, to help develop the RFP process.
27. We are currently working with them to draft an RFP Information Memorandum and to collate a document data store that any parties registering for the RFP can access. We are also developing options for how the RFP proposals received will be assessed.
28. We are planning on the RFP process being open for 30 days.
29. Due diligence by interested parties will likely require an update to the structural condition investigations done previously on the Chateau. Parties that expressed a strong and viable interest in the earlier EOI process have been given a tour through the Chateau in early October to allow them to start thinking through what their due diligence may require.
30. The 30-day RFP period should enable parties to conduct comprehensive due-diligence. To assist them further, we will release a comprehensive Information Memorandum and provide access to a secure data-room of information on the Chateau for parties formally entering into the RFP process. We will also provide further controlled access to the Chateau so further due diligence can be undertaken.

- 31. We have actively worked on options we will discuss with Iwi on participation in the RFP process that they may wish to take up or discuss further. We also wish to include cultural narrative in the RFP documents so that any party seeking to put in a response must address how they will support the cultural and historic values of the rohe. This is important because of the pending Tongariro National Park Treaty negotiations.
- 32. We are considering which parties may be on an evaluation panel and will advise you once we have feedback from our Treaty partners on their expectations and considerations for the leasing process.

The term of lease that can be offered and the nature of that lease may affect RFP responses

33. We have researched the history of the former KAH lease and in particular, assessed the leasing powers that may affect the term for any lease that might be able to be offered.

34. 9(2)(g)(i) [Redacted]

35. 9(2)(g)(i) [Redacted]

36. 9(2)(g)(i) [Redacted]
9(2)(h) [Redacted]

37. 9(2)(j), 9(2)(g)(i) [Redacted]

38. 9(2)(g)(i) [Redacted]

Risks and mitigation associated with the term of lease

39. 9(2)(g)(i) [Redacted]

40. 9(2)(g)(i) [Redacted]

² 9(2)(g)(i) [Redacted]

³ 9(2)(g)(i) [Redacted]

- 41. 9(2)(g)(i) [Redacted]
- [Redacted]
- [Redacted]

- 42. 9(2)(g)(i) [Redacted]
- [Redacted]
- [Redacted]

End-of-lease matters associated with the terminated KAH lease

- 43. The former KAH lease for the Chateau and associated buildings was terminated, however, there are “end of lease” matters that are not resolved. We briefed you on these in 25-B-0453 which recommended options to resolve legal, fiscal and relationship/reputational risks to the Crown and to DOC.
- 44. While the end of lease matters remain unresolved, RFP parties will need to make their 9(2)(g)(i) [Redacted]
- 45. We are providing you with information that you requested regarding end of lease matters in the weekly status report.

Treaty principles (section 4) – Ngā mātapono Tiriti (section 4)

- 46. DOC’s empowering legislation is the CA87. Section 4 of that Act requires that the Act be ‘interpreted and administered as to give effect to the principles of the Treaty of Waitangi’.
- 47. The relevant principles of The Treaty of Waitangi to be applied are considered to be those of partnership, active protection, the right to development, and redress.
- 48. In making decisions under the NPA80 or CA87, you and the Director-General are required to interpret and administer the Acts so as to give effect to the principles of the Treaty of Waitangi.
- 49. We consider that giving effect to the principles will be achieved if we plan for the RFP and potential concession to follow if we:

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

- 50. We note that the Treaty settlements that have been made provide for redress and that the redress is in part reflected in the protocols and undertakings that we have entered into – full consideration of these will be required in making a decision to go to market

with the RFP, and for any evaluation of RFP proposals and in making a decision to invite a RFP respondent to make a concession application.

51. The first step in fulfilling our obligations is manifest in how we undertake engagement.

Financial implications – Te hiraunga pūtea

52. We are currently spending around \$2.3m per annum to manage the Chateau and associated buildings. That cost, being met from our baseline, is anticipated to continue for as long as the building is being held pending a decision on its future.
53. To prepare for the RFP process we have been working with CBRE. Costs for this engagement are being met from our baseline.

Next steps – Ngā tāwhaitanga

54. We are following up the most recent pānui to Iwi and affected Māori collectives with phone calls to arrange meeting times to engage in discussions to hear their views on the Chateau and ancillary buildings. We have offered to take interested parties through the buildings.
55. The outcome of the engagement will help inform the advice we develop for you or your delegate on the RFP.
56. We are continuing to engage with CBRE to prepare for the RFP and we are maintaining communication with parties that we took through the Chateau.
57. Following the RFP process, we will brief you so you can decide whether to invite any party to apply for a lease.
58. We will keep you informed with the progress we are making towards settling end of lease matters for the KAH lease.
59. We will keep you informed of any developments through the weekly status report.

ENDS
