

## Auckland Transport Statement of Intent 2011/12

### Proposed Response to Shareholder Comments

Draft SOI Section	Shareholder Comment	Proposed Response
Cover page	Period should be a three year Statement of Intent, with performance targets over three years, as per Schedule 8 s. 9 of Local Government Act 2002.	Amend cover page
1 Introduction	The Council operates under a new decision-making model. The Governing Body and Local Boards share the decision-making responsibilities of Auckland Council. The Governing Body focuses on region-wide strategic decisions. The local boards represent their local communities and make decisions on local issues, activities and facilities. Throughout the SOI, all references to "Auckland Council" or the "Council" mean the Governing Body <u>and</u> local boards.	Review terminology throughout the draft SOI.  Acknowledge governance framework for Auckland and the role of local boards.
2 Who we are and what we do	For 2011/12 Auckland Transport should align Auckland Council's expectation as set out in draft Annual Plan 2011/2012 Vol. 1 part IV Contribution to Council Strategies and Activities: <ul style="list-style-type: none"> <li>• Transport Choices – Auckland Transport is to connect the regions people and places by helping to provide easy and affordable access to a range of safe and sustainable transport options.</li> <li>• Effective and efficient transport system – Auckland Transport to contribute to an efficient, sustainable, energy saving and cost effective land transport system to support Auckland's social, economic, environmental and cultural wellbeing.</li> </ul>	"Transport choices" and "Effective and efficient transport system" are the Council's objectives for AT listed in the Council's draft Accountability Policy. The draft Annual Plan simply refers to "Transport choices" as being the primary strategy relevant to the AT.  Reflect the objectives referenced in the draft Accountability Policy.
	This section should show how Auckland Transport's key goals give effect to Auckland Council's Annual Plan outcomes for Auckland Transport. They should more clearly show how Auckland Transport will contribute to the Council's outcomes, indicating what impacts (difference) it is seeking to make.	Include the impacts Auckland Transport seeks to make and how they link to the outcomes.
3 Our Key Goals	The SOI is for three years. Proposed text: "In the <b>three year</b> period covered by this Statement of Intent,..."	Refer throughout to the three-year period covered by the SOI.
	The goals should show how they are relevant to the vision for Auckland, and the outcomes.	Include a chart outlining the outcomes framework.
	Note that Council will require specific text in the 2012/2013 SOI about how Auckland Transport will demonstrate alignment with the Auckland Plan (Spatial Plan).	Noted. Section 7 "Engagement with the Shareholder" should include bullet points that AT will provide input into the Auckland Plan and will act consistently with it (as per s92 Local Government (Auckland Council) Act 2009).  Include text that AT will act consistently with the Auckland Plan.
	<i>Local Boards comment: Many local boards expressed concern regarding customer service standards, customer responsiveness and integration of service delivery between</i>	Include proposed text in the SOI's Foreword.

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	<p><i>the Council and CCOs.</i> Proposed text: "Auckland Transport acknowledges that the experience for the customer should be seamlessly integrated between the CCO and the Council ensuring a consistent approach to service delivery. Responsive and seamless customer service will be a priority for Auckland Transport."</p>	
4 Programme of Action	It would be helpful to define the options, timing, and costings to show progress on this programme.	This will be provided in detail in the Regional Land Transport Programme.
	Auckland Transport should show how each item in the Programme of Action relates to the relevant Progress and Performance Measure.	Modify the performance measurement table in section 5 to demonstrate the link between the individual projects in the Programme of Action, the impacts, and the performance measures.
	LTCCP should be changed to "Long Term Plans".	Amend text
Programme of Action: Major roading projects	<p>Major roading projects should be shown to meet very clear criteria. For example:</p> <ul style="list-style-type: none"> <li>- NZTA criteria prioritisation</li> <li>- Gives effect to Spatial Plan</li> <li>- NZTA sustainability criteria</li> </ul>	Include text in Section 4 "Nature and Scope of Activities". However, it state that Auckland Transport will <i>act consistently with</i> the Auckland Plan rather than <i>give effect</i> to it. This is to reflect the legislative requirement in section 92 Local Government (Auckland Council) Act 2009.
Programme of Action: Local board comment	<p>Local Boards comment: One theme that comes through is the relationship between transport and town centres and the place-shaping role that Auckland Transport plays. As these are local board roles the relationship between Auckland Transport and local boards needs to be of a different nature on these issues, than on issues which are clear Auckland transport responsibilities (where local boards need to be consulted/informed).</p> <p>Proposed text: "Auckland Transport will seek to optimise town centre and rural village design qualities where possible, in consultation with Local Boards." Shareholder comment in 8.5 also requests urban design standards be applied.</p>	<p>The issue of optimising town centre and rural village design qualities is referred to in the Local Board Engagement Plan.</p> <p>Section 8.6 relationship with Local Boards" states that AT will develop a Local Board Engagement Plan that will (among other things) set out how AT will ensure it is responsive on local issues and gain input from local boards via the Governing Body, on AT's priorities and direction.</p>
	Item (d) Dominion Road upgrade is subject to full review.	Noted. Modify the Programme of Action to include "Dominion Road Review".
Programme of Action: Major public transport projects	<p>Proposed text</p> <p>"Development of a new rail station at Parnell and investigate restoring the station at Tamaki."</p>	<p>Include development of a new rail station at Parnell in list of major public transport projects.</p> <p>Include restoring station at Tamaki in list of Council-proposed schemes for study, investigation or design.</p>
Programme of Action: mayoral strategic priorities	A stepped target of year on year results should be generated in order that Council can see each Annual Plan impact.	Modify the table in section 5 "Performance Measurement" to detail yearly targets, where appropriate.
	The Council, through the LOE, also included the following further items to be addressed by Auckland Transport:	Include proposed items in a list of Council-proposed schemes

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	<ul style="list-style-type: none"> <li>• Move more buses faster at peak times through implementing substantially more buses and transit lanes;</li> <li>• Collaboration on combating graffiti vandalism</li> <li>• Give emphasis to a review of public transport, particularly in the Southern sector covered by the Mangere-Otahuhu, Otara-Papatoeote and Manurewa local board area.</li> </ul> <p>These should be included in the SOI.</p>	for study, investigation or design.
5. Progress and Performance Measures	<p>Local Boards comment: A number of boards wanted to see the performance measures quantified as soon as possible so that progress would be clearer.</p> <p>A number of North Shore local boards were supportive of more detailed congestion measures onto Esmonde Road and Lake Road.</p> <p>Proposed text:          "That Auckland Transport works with reference to the Regional Land Transport Strategy but focuses on measures and targets that relate to this 3 year timeframe. RLTS targets have been removed but outcomes have been retained."</p> <p>Council will continue to work with Auckland Transport on refining the Performance Measures for SOI finalisation on 30 June.</p> <p>Auckland Council's SOI Principles note that Performance targets "should be stretch targets where performance/service levels are to be increased". As most of the measures are "yet to be developed" and refer only to "increase", it is not possible for Council to comment on whether these targets are stretch targets.</p> <p>Auckland Council's SOI Principles note that the SOI should reflect Auckland Transport's commitment to eco principles. Auckland Transport should show how it can contribute to Auckland as an eco-city. Guidance on eco-city principles is provided in the document Auckland Unleashed "The Opportunity Eco City Approach", p. 99.</p> <p>Auckland Transport is expected to comply with the Auckland Council Waste Minimisation Policy."</p> <p>Local Boards comment: A number of rural local boards sought more emphasis on pedestrian safety along roads in and in rural town centres.</p> <p>Local Boards comment: A number of local boards supported travel times for all modes, not just cars.</p>	<p>Noted. Baseline data does not exist to include congestion measures Esmonde and Lake Roads. These will be considered for inclusion in the 2012 – 2015 SOI.</p> <p>Performance measures/targets will be included in section 5 cover the three year time-frame covered by the SOI.</p> <p>Noted: Performance measures will be developed</p> <p>Noted: Performance measures will be developed</p> <p>Include text : "AT will apply relevant eco-city principles, such as minimising waste."   <b>NB:</b> AC does not currently have an official waste minimisation <i>policy</i>; AC's Waste Management and Minimisation <i>Plan</i> is currently scheduled to be approved in May/June 2012.</p> <p>Include text acknowledging that transport needs vary across the different local board areas and AT will take account of the priorities identified in each Local Board Plan, as well as the key objectives and activities in each Local Board Agreement.</p> <p>Travel times for walking and cycling are not valuable measures as the time taken is heavily dependent on the capability of individuals. Include measures related to the number of walking trips and cycling trips as more valuable.</p>

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	Local Boards comment: All predominantly rural local boards noted that the SOI needed to address three distinct catchments, that rural transport needs are quite different to the Auckland Central Business District or suburban Auckland. Comments were also made about ageing infrastructure, rural bridges without pedestrian access, a lack of footpaths in rural villages and townships, poorly maintained berms, streams and stormwater culverts and a lack of recognized safe parking zones within its settlements. Island communities are particularly vulnerable to ageing or deteriorating infrastructure.	For bus and rail, travel times are timetable dependent. Include text acknowledging that transport needs vary across the different local board areas and AT will take account of the priorities identified in each Local Board Plan, as well as the key objectives and activities in each Local Board Agreement.
Proposed new performance measure: Goal 1	"Identification of safety hazards and the impacts of accidents on congestion, measured by: reduction in black spots (locations proven to increase risk of death or serious injury) Maintain or improve on baseline across the region established in 2010/2011	Baseline not currently available. Consider for 2012 / 2015 SOI.
Proposed new performance measures: Goal 2	PT mode share during the morning peak period across the isthmus and CBD screen-lines	Baseline not currently available. Consider for 2012 / 2015 SOI.
	Increase in the proportion of PT vehicles with low floors and wheelchair provision	Baseline not currently available. Consider for 2012 / 2015 SOI.
	Take into account the needs of disabled persons and the provision of walking, cycling and the public transport accessibility. Auckland Transport to suggest measure.	Addressed in 2010 Regional Public Transport Plan. Consider measure for 2012 / 2015 SOI.
	Journey times of public transport compared to car on selected Quality Transit Network and Rapid Transit Network routes	Sample routes and methodology need to be developed and baseline established. Consider for 2012/15 SOI.
	A measure around meeting PT service levels that includes reliability of timetable for the passengers of all forms of public transport E.g. Percentage of services that arrive within 5 minutes of scheduled time	Some data available but need to extend to full network and improve reporting for buses. Consider for 2012/15 SOI.
Proposed new performance measures: Goal 3	Cycle counts at defined locations across the region in morning peak in the Regional Cycle Count.	Further investigation required to assess number and location of morning sites and establish baseline. Consider for 2012/15 SOI.
	Walking and cycling mode share, in terms of trip legs, in urban areas	Baseline not currently available - would need to be determined. Consider for 2012/15 SOI.
	Kilometres of regional cycle network complete as a proportion of the total planned network	Baseline not currently available - would need to be determined along with methodology. Consider for 2012/15 SOI.
Proposed new performance measures: Goal 4	Identification of new unsealed roads with high vehicle counts to be sealed across the region - Kilometres of new sealed roads formed	Methodology under development to assess high priority roads.
	Parking performance is optimised e.g.:  Return on carpark assets is maximized	Measure needs to be determined and baseline established - Consider for 2012/15 SOI.
	Occupancy of restricted parking; reasonable level of parking provided when and where the public need it	Include in Section 5.

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	Clearways and bus lanes are free of unauthorized vehicles during peak periods	Baseline not currently available. Methodology currently under investigation. Consider for 2012/15 SOI.
	<p>“Cleanliness of streetscape and maintain the natural habitat in good quality.”</p> <p>“Road reserves maintained to good standards and stormwater kerb and channels and cesspits be kept clean on a regular basis.”</p> <p>“Maintain water courses alongside roadways on natural habitat to ensure ecology is satisfactory in rural areas.”</p>	Measures, methodologies and baselines would need to be developed/determined. Consider for future SOIs.
Proposed new performance measures: Goal 5	Percentage of residents satisfied with the quality of footpaths	Include as a performance measure in section 5.
	Residents’ perceptions of walking and cycling accessibility (measured in terms of people who felt that a person could get around the region extremely or quite well by walking or cycling)	Baseline not currently available - would need to be determined along with methodology
	“Consider the needs of pedestrians when upgrading rural roads.” Baseline measure to be determined	Measure, methodology and baseline would need to be determined.
6.1 Financial Statements	Proposed text: “The final SOI will include the detailed financial forecasts that will be consistent with the funding approved by Auckland Council. Forecasts are currently being prepared by Auckland Council.”	Dependent on information being available from Auckland Council.
	The final SOI should include the statement of financial performance, statement of financial position and summary of key capital projects (over \$1m) with the budget figures.	Including the very large list of AT projects over \$1m would make the SOI overly long and detailed. The list is provided through other reporting mechanisms, such as the Quarterly Reports and the Regional Land Transport Programme.
	Auckland Transport should ensure that its CAPEX programme is practical and deliverable, and that on an individual basis projects are mentioned.	Noted
6.2 Ratio of Shareholders Funds to Total Assets	<p>The ratio should be described thus:</p> <p>Shareholders funds:                   \$</p> <p>Total assets:                               \$</p> <p>Ratio of shareholders funds to total assets:                               %</p>	Dependent on financial information being available from Auckland Council.
6.3 Accounting policies	Appendix of accounting policies should be included.	Include.
6.7 Procedures for acquisition	Auckland Transport needs to advise of the procedures and criteria for purchasing shares in other companies.	Include in section dealing with approach to governance.
7. Approach to Governance	Proposed text: “Auckland Transport will comply with all relevant legislative requirements.”	Include in section dealing with approach to governance.
	“Auckland Transport will act consistently with the principles of the Treaty of Waitangi.”	Include in section dealing with approach to governance.
	“Protection of heritage assets in areas under the control of Auckland Council in the railway corridor and no further loss	Include suggested text: “Wherever possible, Auckland

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	of rail assets.”	Transport will protect heritage assets, for which it is responsible, in areas under the control of Auckland Council in transport corridors.”
	Auckland Transport has not identified any decisions that will need prior approval from Council, but needs to identify strategic assets.” From the above, there should be a list of strategic assets. The Council Accountability Policy states that the strategic assets owned and managed by Auckland Transport are: “Public transport network including Britomart.” The policy also states that the strategic assets owned by the Council and managed by Auckland Transport are: roading network”, and also includes “Any scheduled heritage buildings or structures.”	Include section dealing with Management of strategic Assets, which specifically refers to AT’s strategic assets as listed in council’s Accountability Policy.
	Auckland Transport should show that it will comply with the Council’s Accountability Policy.	Section 6 “Approach to Governance – Management of strategic assets” specifically states that the board will comply with the Council’s Accountability Policy.
	Transport should identify any decisions that need prior approval from Council using the following criteria: <ul style="list-style-type: none"> <li>• Decisions potentially having a moderate adverse effect on a large number of residents and ratepayers</li> <li>• Decisions potentially having a large adverse effect on a small number of residents and ratepayers</li> <li>• Decisions which have a history of generating wide public interest</li> <li>• Decisions which affect Auckland Transport’s ability to deliver on the current and future social, economic and cultural wellbeing of the region.</li> <li>• Decisions which will affect Auckland Transport’s ability to meet any statutory responsibility</li> <li>• Decisions which will impact on any intended service levels for Auckland Transport’s activity (except if the impact is minor or has been agreed to by the Council through the SOI process).</li> <li>• Decisions which will commit the Council to future provision of funding which has not been agreed</li> <li>• Details of decisions anticipated in the next 12 months.</li> </ul>	Include suggested text: “To determine which decisions require prior Council approval, the board of Auckland Transport will refer to Auckland Council’s Accountability and Significance Policies.”
7.3 Meetings	“The Auckland Transport board meeting should be consistent with the guidelines provided by the Mayor: Wherever possible Auckland Transport will hold their meetings in public, with adequate prior notice of agenda items and reports and a list of those items to be considered confidentially for commercial or privacy reasons.	Include text: “The Auckland Transport board meeting should be consistent with the guidelines provided by the Mayor: Wherever possible Auckland Transport will hold their meetings in public, with adequate prior notice of agenda items and a list of those items to be considered confidentially for commercial or privacy reasons.”
	This section should nominate the two board meeting dates.	Include nominated board meetings in terms of the Local Government (Auckland Council) Act 2009.
8.1 Relationship with Auckland Council	Propose text: “ ...inform the Council if it takes on additional risks.”	Acknowledge need to inform Council if AT takes on additional risk.
8.2 No	Proposed text:	Include text: “AT will participate

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surprises approach	"All CCO's agree to Auckland Council's brand policy and guidelines including participation in a brand navigation group "BNG" to review the Auckland Council (and CCO's) brand strategy, brand performance measurement and supply efficiencies. The BNG will ensure all communications consistently reinforce the concept of one Auckland Council and that any brand changes, additions or deletions are agreed by Auckland Council."	in a "Brand Navigators' Group" which provides input and advice into significant brand-related developments."
8.3 Input to Council Plans and Processes	Change LTCCP to "Long Term Plans".	Amend
8.5 Urban Design	<p>Proposed text: "Auckland Transport will provide and maintain high quality streetscapes including trees, street furniture and public art works."</p> <p>Insert the following after: "for capital projects in the transport network" that are equivalent to those applied by the Auckland Council itself," ending with: "as determined in the proposed Urban Design Review..."</p>	<p>Include text.</p> <p>Include text.</p>
8.7 Relationships with Local Boards	<p>Auckland Transport has made significant progress in a short time engaging with Local Boards.</p> <p><i>Local Boards comment:</i> <i>Many local boards expressed concerns regarding the extent of consultation/engagement between them and Auckland Transport. Some local boards also expressed views on the types of projects and issues on which they wish to be consulted, the need for regular formal reporting by Auckland Transport and the importance of a liaison capability in Auckland Transport. Some local boards also noted that setting a timeframe for the development and completion of local board engagement plans is important.</i></p> <p>Proposed text: "Auckland Transport will develop a Local Board Engagement Plan, which will provide an overarching framework to guide engagement between Auckland Council and local boards. It will be aligned with Council guidance provided."</p> <p>Revised list of what engagement plan will include:</p> <ul style="list-style-type: none"> <li>• Support each Local Board to effectively represent the interests of local communities in local transport issues</li> <li>• Ensure that Auckland Transport is responsive on local issues</li> <li>• Contribute to the development of Local Board Plans</li> <li>• Give effect to any Local Board agreement with the Auckland Council to the extent the agreement requires actions by Auckland Transport</li> <li>• Gain input from Local Boards, via the Auckland Council Governing Body, on Auckland Transport's priorities and direction.</li> </ul>	<p>Noted</p> <p>Include text.</p>
	<p><i>Local Boards comment:</i> <i>Many local boards commented on the need for Auckland Transport to recognise that they have an impact on the achievement of local outcomes and aspirations, and take account of the strengths each respective local board area brings to the Auckland region.</i></p>	<p>Include following: "Auckland Transport acknowledges that transport needs vary across local board areas and will take account of the priorities identified in each Local Board Plan, as well as the key</p>

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	<p><i>A number of boards commented on the lack of clarity regarding the co-governance model in the SOIs. Several boards refer to local boards as having a 'governance role' and do not believe that the SOI adequately reflects this.</i></p> <p>Proposed text:            "While Auckland Transport is charged with taking a regional approach in undertaking its activities, it will take account of the respective strengths and needs of each local board area. To that end, Auckland Transport will take account of the priorities identified in each Local Board Plan, as well as the key objectives and activities in each Local Board Agreement.</p>	<p>objectives and activities in each Local Board agreement."</p>
	<p>Proposed text:            "Auckland Transport will complete its Local Board engagement plans in consultation with the local boards by 31 August 2011."</p>	<p>Include text</p>
<p>8. Relationships</p>	<p><b>Proposed new heading:</b></p> <p><b>Relationship with Key External Stakeholders</b></p> <p>Auckland Transport should also show how it relates to central government, particularly as it is significantly funded by central government.</p> <p><b>Independent Maori Statutory Board comment:</b>            "Relationship with the Independent Maori Statutory Board (IMSB). The IMSB is both independent from Auckland Council and Mana Whenua groups. Its purpose is to assist the Council to make decisions, perform functions and exercise powers by:</p> <ul style="list-style-type: none"> <li>• Promoting cultural, economic, environmental and social issues of significance for Mana Whenua groups and Mataawaka of Tamaki Makaurau; and ensuring that the Council acts in accordance with statutory provisions referring to the Treaty of Waitangi.</li> </ul> <p>The IMSB will be undertaking research and developing a schedule of issues of significance to focus its work.</p> <p>It is requested that a subsection entitled "engagement with Independent Maori Statutory Board" be included within this section, to include the following text:            "That Auckland Transport will take account of the Independent Maori Statutory Board's schedule of issues of significance and any statutory Treaty of Waitangi provisions that are relevant to its activities and where appropriate engage with the IMSB on these matters."</p>	<p>Include.</p>
	<p>Add a further sub-section entitled  <b>"Engagement with Council's Advisory Panels"</b>            and include the following text:</p> <p>"Auckland Transport will inform, and where appropriate consult the council's Pasifika, Ethnic, Youth, Business, Rural and Disability Panels on issues of particular interest to each panel."</p>	<p>Include</p>
<p>9 Accountability and Reporting to Auckland Council</p>	<p>Financial reporting should be consistent with the format provided by the Auckland Council.</p>	<p>Dependent on financial information being available from Auckland Council.</p>
	<p>The draft 2012/13 SOI will need to be provided as part of the LTP timeline. It is likely that the draft 12/13 SOI will be</p>	<p>Noted</p>



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	required by council before Christmas 2011.	
	"Including reports on Traffic Management Plans for Eden Park in preparation for Rugby World Cup 2011, and TMPs for other major events."	Include reference.
	Reporting for the 1 <sup>st</sup> , 2 <sup>nd</sup> and 4 <sup>th</sup> quarterly report are to be provided within 1 month after the end of each quarter or directly following the next Board meeting (whichever is later) as per the Accountability Policy.	Noted
	<p>Proposed text  <b><u>Organisational Health and Capability.</u></b></p> <p>Auckland Transport will adhere to clause 36 of Schedule 7 of the Local Government Act 2002, which provides:</p> <p>(1) A local authority, and any other person having responsibility for the selection and management of employees of the local authority, must operate a personnel policy that complies with the principle of being a good employer.</p> <p>(2) For the purposes of this clause, a good employer means an employer who operates a personnel policy containing provisions generally accepted as necessary for the fair and proper treatment of employees in all aspects of their employment, including provisions requiring –</p> <p>(a) good and safe working conditions; and  (b) an equal opportunities programme; and  (c) the impartial selection of suitably qualified persons for appointment; and  (d) Recognition of –  (i) the aims and aspirations of Maori; and  (ii) the employment requirements of Maori; and  (iii) the need for greater involvement of Maori in local government employment; and  (e) opportunities for the enhancement of the abilities of individual employees; and  (f) recognition of the aims and aspiration, and the cultural differences, of ethnic or minority groups; and  (g) recognition of the employment requirements of women; and  (h) recognition of the employment requirements of persons with disabilities.</p> <p>(3) In addition to the requirements specified in subclauses (1) and (2), a local authority –</p> <p>(a) when making an appointment, must give preference to the person who is best suited to the position; and  (b) must ensure that all employees maintain proper standards of integrity, conduct, and concern for the public interest.</p> <p>"To avoid being prescriptive that the obligations to be a good employer that the Transport Committee would prefer a reference to being a good employer and the relevant legislation."</p>	Include.
Appendix 2: Forecast Financial	Figures from the final Annual Plan for Auckland Transport should be put in here.	Dependent on financial information being available from Auckland Council.

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Statements	<p>Forecasts for the 8 month SOI are not needed.</p> <p>Financial reporting should be consistent with the format provided by the Auckland Council.</p>	
Appendix 3: Summary of Accounting Policies	Attachment should be included	Include
Appendix 4: Timing and Content of reports to Auckland Council	Auckland Transport should report against the projects over \$1m (or others of political interest) in the list of CAPEX.	Including the very large list of AT projects over \$1m would make the SOI overly long and detailed. The list is provided through other reporting mechanisms, such as the Quarterly Reports and Regional Land Transport Programme.
	The Half Year Report should have same reporting headings listed as in Annual Report, including CAPEX, for each quarter.	Noted
	Auckland Transport should refer to the Accountability Policy for the quarterly reporting timing.	Noted