ADMG Benchmark Re-Assessment - Inverarary & Tyndrum DMG - 9th June 2016

Part 1 - 2016

Key:

Delivery of objective is good, in line with benchmark
Delivery of objective is only partial/variable in quality

2 11 12		
Operation of Group	Notes	Actions required
Area and boundaries Identify the appropriate boundaries for the group to operate in.	captured in DMP	Keep under review
Define appropriate boundaries for the group to operate in:	n/a - previous proposed sub groups (Luss etc & Cowal)	continue to consider impact to DMG objectives from
	removed	outwith DMG area
Membership		
All property owners within a deer range should be members of a DMG, including private and public		
land owners; also, where possible, agricultural occupiers, foresters, crofters and others on adjoining land where deer may be present. In some cases this may extend to householders with private	list of members Captured in DMP (P.8 & p.33)	update DMP accordingly
gardens.		
Meetings		
DMGs should meet regularly. Two formal meetings per year is the norm but more frequent	captured in DMP (p.33)	keep under review
interaction between members, between meetings, should be encouraged.	captared in Divir (p.33)	Recp under review
For effective collaborative management to take place it is important that all DMG Members should attend every meeting or be represented by someone authorised to make appropriate decisions on	contured in DMD (n 22) 9 constitution	continue to promote attendance. Local NFU promotion of
their behalf.	captured in DMP (p.33) & constitution	attendance/ representation at DMGs.
In addition to landholding Members, including public sector owners, public agencies such as SNH and		
Forestry Commission Scotland should be in attendance and other relevant authorities such as Police	captured in constitution	Keep under review
Scotland may be invited to attend DMG meetings.		
Meetings should operate to an agenda and be accurately minuted. Attendees should be encouraged	captured in DMP & Constitution	n/a
to participate and agreed actions and decisions should be recorded. Group can demonstrate a capacity to deal with issues between meetings as they arise, and to provide		
an ongoing source of communication and advice as required.	captured in DMP (p.33 & 34)	Keep under review
Constitution & Finances		
All DMGs should have a Constitution which defines the area of the Group, sets out its purpose, its		
operating principles, membership and procedures, in addition to providing for appointing office bearers, voting, raising subscriptions and maintaining financial records	constitution agreed October 2015 - captured in DMP	Keep under review
bearers, voting, raising subscriptions and maintaining financial records		
Good management and budgeting of finances	captured in DMP (p.31)	deliver DMP actions
Deer Management Plans		
All DMGs should have an up to date, effective and forward looking Deer Management Plan (DMP).	Yes	update as required going forward
The DAAD should record all the land management chiestives within the DAAC area		
The DMP should record all the land management objectives within the DMG area. Where applicable, the plan should include a rolling 5 year population model	captured in DMP	Keep under review
There applicable, the plan should include a rouning a year population model	standard population model deemed not appropriate to	
	help cull targets, however will be used purely for illstration purposes. Robust method/ transparency of cull	deliver actions & Keep under review
	setting in place to try and achieve balance between all	deliver actions & keep under review
	objectives - wording to be approved at next meeting.	
Appropriate use of maps to illustrate relevant detail.	captured in DMP	Keep under review
The DMP should identify the public interest aspects of deer management	captured in DMP	deliver actions & Keep under review
DMP should make appropriate reference to other species of deer within the DMG area, and provide a	Captured in DMP (p.24)	Keep under review
level of detail proportionate to this interest.	Captured in Divir (p.24)	keep under review
It should include a list of actions that deliver the collective objectives of DMG Members as well as public interest objectives. These actions should be updated annually	Captured in DMP (highlighted in working plan)	deliver actions & Keep under review
It is important that all pivig iviembers should play a full part in the planning process and in the	captured in DMP - clear actions for all members, with	
It is important that all DMG Members should play a full part in the planning process and in the implementation of agreed actions	captured in DMP - clear actions for all members, with further development of who takes forward specific	deliver & develop actions
implementation of agreed actions		deliver & develop actions
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Operation of Group	Notes	Actions required
Data and evidence gathering- Culls	Hotes	7 ionono i oquirou
All DMGs should agree a target deer population or density which meets the collective requirements of Members without detriment to the public interest.	captured in plan that this is required - complete wording will be adopted into plan at the next meeting.	draft wording to be agreed and adopted to DMP. deliver on action and keep under review
The cull should be discussed among Members to deliver the objectives of the DMP and individual management objectives while maintaining the agreed target population and favourable environmental condition.	captured in plan that this is required - complete wording will be adopted into plan at the next meeting.	draft wording to be agreed and adopted to DMP. deliver on action and keep under review
The Group cull target should be reviewed and, if necessary, adjusted annually.	captured in plan that this is required - complete wording will be adopted into plan at the next meeting.	draft wording to be agreed and adopted to DMP. deliver on action and keep under review
Data and evidence gathering- Habitat Monitoring		
DMGs should carry out habitat monitoring. Habitat Impact Assessments (HIA) measure progress towards agreed habitat condition targets on both designated sites and the wider deer range.	clear objective that monitoring is key aspect of cull setting - captured in plan (a.p. 5.1)	deliver actions & keep under review - create HIA monitoring protocol/ plan
HIAs should be carried out on a systematic and regular basis. A three year cycle is the norm but many find annual monitoring useful.	captured in plan to create this (a.p. 5.1)	deliver and develop action
Data is required on other herbivores present and their impact on the habitat.	some info captured in DMP	encourage more further sharing of info/ discussions on other herbivores. keep under review & develop actions on overall HIA plan
DMPs should include a section on habitat monitoring methods and procedures and record annual results so as to measure change and record trends.	captured in DMP - but as of yet not being carried out until estates carry out monitoring.	continue to deliver actions as required to show agreed protocol/ methods and agee collection of data for sharing across group.
Competence		
It is recommended that in addition to DSC 1 deer managers should also attain DSC 2 or equivalent.	captured in plan - ongoing gathering of further info (p40)	deliver actions & keep under review.
Deer managers supplying venison for public consumption are required to certify carcasses as fit for human consumption to demonstrate due diligence. "Trained Hunter" status is required for carcass certification.	captured in plan through number of Level 1 & 2 - ongoing gathering of further info to confirm numbers.	deliver actions & keep under review. Continue to promote & already considering larder/ handling training day based on E.coli discussions.
Training		
All DMGs should have a training policy and incorporate it in the DMP	captured in DMP (p.29)	keep under review & deliver actions
All DMG Members or those acting on their behalf should undergo the necessary training to demonstrate Competence.	captured in DMP (p.29)	keep under review & deliver actions
The training policy should promote and record continuing professional development through Best Practice Guidance.	captured in DMP (p.29)	keep under review & deliver actions
Venison Marketing		
Membership of the Scottish Quality Wild Venison scheme is recommended by ADMG.	captured in plan (p.26)	Continue to promote, but acceptance that not always possible for everyone due to finanical restrictions.
There is evidence of collaborative vension production within the Group	captured in plan (p42)	develop & deliver action
Communications		
DMGs should include a Communications Policy in their DMP. External communication should be		
directed at parties not directly involved but with an interest in deer management including	captured in plan (p.27)	keep under review & deliver actions
individuals, local bodies such as community councils, local authorities, local media and other	captured in plan (p.27)	Reep under review & deliver actions
specialist interests.		
An annual communication programme suitable to local circumstances is advised. This might include a DMG website or a page on www.deer-management.co.uk, an annual Newsletter, annual open meeting, or attending local meetings by invitation.	captured in DMP & online	ensure up to date, informative & keep under review
A Deer Management Plan should be accessible and publicly available, and local consultation during its development is advised.	captured in DMP & online	continue to update online DMP verison as required

ADMG Re-Assessment of Public Interest Actions - Inveraray & Tyndrum DMG - 9th June 2016

Part 2 - 2016

Key:

Delivery of objective is good, in line with actions

Delivery of objective is only partial/ variable in quality

Group is not delivering this element

				ivering this element
Actions 1 to 14	Delivering Public Interest	In DMP	What is DMG doing now?	What will DMG do in the future?
1. ACTIONS to develop mechanisms to manage deer	Carry out an assessment of effectiveness against the Benchmark	Υ	re-assessment 9th June 2016	draft DMP agreed by group - and ongoing discussion regarding updates
	Develop a series of actions to be implemented and assign roles	Υ	actions captured in DMP	develop & deliver actions to ensure plan is a 'working plan'
	Produce and publish a forward-looking, effective deer management plan which includes public interest elements relevant to local circumstances. Plan should include an agreed action-plan to clarify roles and monitor progress against objectives. Minutes of DMG meetings should be publicly available.	Y	DMP in place which is forward thinking aiming to balance both private and public objectives - Action plan in place which will be developed further over the course of the 5 years. Minutes available online along with other DMG info.	develop & deliver actions to ensure plan is a 'working plan'
	Summary : Agree a colour for current delivery of the Action (red, amber, green) and detail what is going to happen to deliver future actions		Re assessment against benchmark and DMP has been made - 9th June 2016.	develop and deliver on action points to assist with private/ 'public interest' objectives. Continue to update DMP to reflect actions required as a whole across DMG area.
	Identify designated features, the reported condition and herbivore pressures affecting designated sites in the DMG area.	Υ	captured in DMP (appendix 3)	develop & deliver actions
	Identify and agree actions to manage herbivore impacts affecting the favourable condition of designated features.	Υ	captured in DMP (ap 2.1)	further develop & deliver actions/ considerations of these sites
2. ACTIONS for the delivery of designated features into Favourable Condition.	Monitor progress and review actions to manage herbivore impacts affecting favourable condition.	Υ	Captured in DMP (ap 2.2) HIA promoted to inform management. Individual members in discussion with SNH as required. Green as a result of of the area of desiganted sites - monitoring has started to take place with recent agreements.	update DMP, implement HIA, develop action plan on the delivery and monitoring of designated site condition
	Summary : Agree a colour for current delivery of the Action (red, amber, green) and detail what is going to happen to deliver future actions		captured in DMP - 3 estates carrying out HIA at present - 2 of these is a designated site owner. Woodland monitoring promoted within plan	Identify actions that continue to progress towards favourable condition, through discussion within DMG and with relevant agencies. Update DMP as required.
	Establish overall extent of woodland and determine what proportion is existing native woodland.	Υ	captured in DMP (p36-38) & maps	keep under review
3. ACTIONS to manage deer to retain existing native woodland cover and improve woodland condition in the medium to long term.	Determine current condition of native woodland.	Y	table captured in DMP (p36-38) taken from map showing areas. Map is appendix 5.	develop & deliver action - show maps on website?
	Identify actions to retain and improve native woodland condition and deliver DMG woodland management objectives.	Y	action captured in DMP (ap 3.1) to address high and v.high impacts	update plan to capture what currently occurs/ quantify areas under individual plans. Create action plan to identify when/ where/ why management will be changed to promote woodland condition.
	Monitor progress and review actions to manage herbivore impacts.	Υ	action captured in DMP (ap 3.2)	DMG to discuss with SNH/ FCS/ LLTNPA about woodland monitoring techniques - possible use of Woodland Grazing Toolbox
	Summary : Agree a colour for current delivery of the Action (red, amber, green) and detail what is going to happen to deliver future actions		overall captured in DMP - considerable work ongoing in DMG area	continue to update DMP, deliver actions

Actions 1 to 14	Delivering Public Interest	In DMP	What is DMG doing now?	What will DMG do in the future?
4. ACTIONS to demonstrate DMG	Identify and quantify extent of recent woodland establishment (through SRDP (last 20 years) and through other schemes).	Υ	captured in DMP (p.37/38)	keep under review & update as required
	Identify and quantify opportunities and priorities for woodland expansion over the next 5-10 years.	Y	Captured in DMP (ap 4.1) DMG not actively promoting increase in woodland expansion over duration of plan (5 years) - this will be left to individual members. This is as a result of significant ongoing planting in previous years. DMG have quantified what they have done already.	keep under review - deliver on action of constant communication about new schemes.
contribution to the Scottish Government woodland	Consider at a population level the implication of increased woodland on deer densities and distribution across the DMG.	Υ	wording captured in DMP (ap 4.1) that early noitifcation discussed with the group.	keep under review - deliver on action of constant communication about new schemes. Use gathered data to highlight benefits of woodland habitats.
expansion target of 25% woodland cover.	Implement actions to deliver the DMG woodland expansion proposals and review progress.	Υ	Captured in DMP (ap 4.1) DMG not actively promoting increase in woodland expansion over duration of plan (5 years) - this will be left to individual members.	Keep under review
	Summary : Agree a colour for current delivery of the Action (red, amber, green) and detail what is going to happen to deliver future actions		DMG contribution to target is demonstrated. DMG as a whole not prioritising increased woodland expansion - management of existing woodlands in 1st instance over 5 year period of plan	Keep under review, ensure dialogue between members when considering new planting.
5. ACTIONS to monitor and manage deer impacts in the wider countryside.	Identify habitat resource by broad type.	Υ	captured in DMP (p.39)	keep under review - udpate DMP accordingly if improved data becomes available
	Identify required impact targets for habitat types.	Υ	action 5.1 refers to implementation of group wide HIA monitoring programme. No current group wide targets identified	develop and deliver action to create monitoring plan/ programme
	identify a sustainable level of grazing and trampling for each of these habitat types.	Υ	action 5.1 refers to implementation of group wide HIA monitoring programme. No current group wide levels identified	develop and deliver action to create monitoring plan/ programme
	Identify where different levels of grazing may be required and prioritise accordingly.	Υ	action 5.1 refers to implementation of group wide HIA monitoring programme. Further gathered data will allow this discussion to take place	deliver action of increased pariticpation on HIA
	Conduct herbivore impact assessments, and assess these against acceptable impact ranges. Identify and implement actions to attain impacts within the range.	Y	captured in DMP - (p.26 & ap 5.1)	deliver action of increased pariticpation on HIA
	Regularly review information to measure progress and adapt management when necessary.	Υ	broadly captured in DMP (ap 2.2, 3.2, 5.1), however no current mechanism for doing this at DMG level identified.	deliver action of increased pariticpation on HIA & results to be discussed at meetings.
	Summary : Agree a colour for current delivery of the Action (red, amber, green) and detail what is going to happen to deliver future actions		clear actions within plan to develop understanding of this overall Public Interest.	agree, update and implement HIA protocol and discuss gathered information at DMG level

Actions 1 to 14	Delivering Public Interest	In DMP	What is DMG doing now?	What will DMG do in the future?
	Quantify the extent of the carbon-sensitive habitats within the DMG range.	Υ	captured in DMP (p.39)	keep under review & develop DMP accordingly
	Conduct herbivore impact assessments , and assess these against acceptable impact ranges for these sensitive habitats. Identify and implement actions to attain impacts within the range.	Υ	captured in plan to carry out HIA, no current linkage on impact levels and what this means - action 5.1 refers	implement HIA protocol & deliver actions
6. ACTIONS to improve Scotland's ability to store carbon by maintaining or	Identify opportunities for the creation/restoration of peatlands	Υ	captured in plan that 2 estates have applied for funding - unsure whether other members are aware of what can be done. Action to ensure understanding.	Action point to improve education/ understanding of peatlands. Potential to apply for Peatland Action funding - link to LLTNPA / SNH
improving	Contribute as appropriate to River Basin Management Planning	Υ	no local RBMP but ongoing work with local fishery trusts etc.	keep under review & update DMP accordingly
ecosystem health.	Summary: Agree a colour for current delivery of the Action (red, amber, green) and detail what is going to happen to deliver future actions		HIA monitoring to help build picture on what is currently happening with regards to carbon storing habitats. With education opportunities to help inform what can be done. Ongoing work with local fisheries, which has similar aims to RBMP	deliver and develop actions relating to HIA and education
7. ACTIONS to	Manage invasive non-native species (e.g. muntjac) to prevent their establishment and spread e.g. report sightings of muntjac to SNH	Υ	Policy on INNS captured in plans for Muntjac	ensure members are aware of protocol
reduce or mitigate the risk of establishment of invasive non-native	Agree on local management of other non-natives which may be utilised as a resource e.g sika, fallow, goats, to reduce their spread and negative impacts.	Υ	DMG policy captured in Plan (p.40)	deliver actions and update plan accordingly
species	Summary: Agree a colour for current delivery of the Action (red, amber, green) and detail what is going to happen to deliver future actions		current NNS presence captured in plan, no reference to National Policy for INNS.	update DMP to reflect National Policy on INNS and ensure actions are delivered
8. ACTIONS to	Identify any historic or cultural features that may be impacted by deer and undertake deer management to retain these features	Υ	captured in plan (appendix 4) & p.40)	keep in review, update accorrdingly, consider quantifying link between deer management (both historic and current) as a supporting role of these features.
protect designated historic and cultural features from being damaged by deer	Consider the implications of fencing on the landscape with due regard to the Joint Agency Guidance on Fencing.	Υ	captured in Plan - Deer fencing use and impacts highlighted with reference to JAGF (p.26)	promote JAGF as ongoing concern, deliver actions
e.g. by trampling.	Summary : Agree a colour for current delivery of the Action (red, amber, green) and detail what is going to happen to deliver future actions		PI obj captured in plan, with very informative list of main historic / cultural features.	deliver actions, keep in review. Regarding promoting stalking opportunities and overall local area, appendix 4
	Undertake a skills and training assessment to establish current skill levels applicable to deer management within the DMG	Υ	captured in plan - information gathering is ongoing	deliver on action
9. ACTIONS to contribute to delivering higher standards of competence in deer management.	Identify training and development needs / requirements of DMG members including opportunities for Continuous Professional Development (i.e. in relation to Best Practice)	Υ	captured in plan - information gathering is ongoing	deliver on action
	Ensure all those who actively manage deer are "competent" according to current standard	Υ	captured in plan (p.45)	keep under review & promote min standard once comptency level quantified
	Promote and facilitate the uptake of formal and CPD training opportunities for those participating in deer management.	Υ	captured in plan (p.41) & a 9.2	deliver on action and keep in review
	Summary : Agree a colour for current delivery of the Action (red, amber, green) and detail what is going to happen to deliver future actions		captured in plan and further work ongoing to inform current levels	deliver actions & continue to promote standards - keep under review

Actions 1 to 14	Delivering Public Interest	In DMP	What is DMG doing now?	What will DMG do in the future?
	Identify and quantify public safety issues associated with deer within the DMG area. e.g. DVCs, airports etc	Υ	clear committments captured in plan (p.40)	members to report to national projects www.deercollisions.co.uk - use info to highlight localised problems.
	Identify actions with landowners, Local Authority, DMG to reduce or mitigate public safety risk and monitor effectiveness of actions.	Υ	clear commitments to engage local communities captured in plan (p.40)	develop action for considering DVC data & responding to any concerns that may be highlighted to DMG
	Identify means of ensuring food safety is maintained in carcass handling and venison processing and compliance with BPG in relation to meat hygiene	Υ	captured in plan (p.40)	continue to promote and update plan as required. Training day planned on carcass handling as per discussions on E.Coli
	Ensure deer managers are familiar with notifiable diseases, that a system for recording is in place and all deer managers are familiar with course of action to take.	Υ	wording captured in plan (p.40)	continue to promote and update plan as required - consider as a training event?
10. ACTIONS to Identify and promote opportunities	Ensure that appropriate bio security measures are enacted when visitors from areas where CWD is present are involved with deer management activities	Υ	wording captured in plan (p.40)	continue to promote and update plan as required.
contributing to public health and	Identify opportunites to raise awareness of the risks associated with Lyme's Disease.	Υ	general awareness across group. Not captured formally	capture within plan and ongoing awareness of symptons etc.
wellbeing.	Identify main access and recreational activity within the DMG area and assess how this fits with deer management activity.	Υ	wording captured in plan (p.42) on level of access and currents conflicts, with some advice on prevention/ management of these conflicts.	deliver actions & keep under review
	Identify actions to mitigate any effects of public access and recreation activities during peak periods of deer culling e.g. use of Hill phones and web sites	Υ	wording captured in plan (p.42) on level of access and currents conflicts, with some advice on prevention/ management of these conflicts.	deliver actions & keep under review
	Facilitate public access and promote positive communication between visiting public and wildlife managers.	Υ	captured in plan (p.43)	deliver actions & keep under review. Community Councils requesting info to be passed to accommodation providers - DMG to develop.
	Summary: Agree a colour for current delivery of the Action (red, amber, green) and detail what is going to happen to deliver future actions		promoting responsible access and enjoyment of area.	deliver actions & keep under review
	Identify and quantify the main sources of revenue related to deer (sport, tourism etc).	Υ	captured in plan (p.5,42)	keep under review, update DMP accordingly
11. ACTIONS to maximise economic	Identify and quanify deer related employment. Identify opportunities to increase and improve prospects throughout the DMG;	Υ	captured in plan (p.43) - ongoing gathering of info	keep under review, update DMP accordingly
	Identify opportunities to add value to products from deer management (SQWV, venison branding)	Υ	captured in plan (p.27) - ongoing gathering of info	keep under review, update DMP accordingly
benefits associated with deer	Explore options for larder sharing, infrastructure improvement and carcass collection to ensure maximum benefit from venison production whilst reducing carbon costs.	Y	some detail captured in plan - ongoing gathering of info to see what current state of play is.	gather information and highligth where possibilities on maximising benefit can be derived from.
	Summary: Agree a colour for current delivery of the Action (red, amber, green) and detail what is going to happen to deliver future actions		captured in the plan, with further info to be gathered. Clear actions on ensuring increasing revenue will be looked into	continue to update on level of economic benefits that DMG delivers & how to develop further

Actions 1 to 14	Delivering Public Interest	In DMP	What is DMG doing now?	What will DMG do in the future?
12. ACTIONS to	Identify and quantify capital investment in deer management related infrastructure.	Υ	partly captured in plan - further info being gathered	Gather data from PACEC survey & ITDMG questionaire Discuss and agree with members what information is good to show that DMGs pay money towards delivering the DMG system.
	Identify where deer are impacting on other land uses and include all relevant stakeholders to assist the group in understanding costs of deer within the DMG (e.g. woodland, agriculture, DVCs)	Y	captured in plan through map 2 & member desciptions/ objectives	keep under review - implement HIA & consider results in appropriate fashion
minimise the economic costs of deer, and ensure deer management is cost-effective	Where there are management changes, assess the likely economic impacts across the DMG	Υ	partly captured in plan through discussion of objectives - delivery of constitution will ensure smooth transition of this - open and engaging discussion	future changes to objectives to be discussed as early as possible and to cover deer population and economic impacts
	Formulate a strategy to minimise the negative economic impacts in an equitable way.	Υ	this is part of cull setting wording - yet to be adopted formally in plan	formulate a strategy to identify a fair spread of benefits/ impacts for those affected.
	Summary : Agree a colour for current delivery of the Action (red, amber, green) and detail what is going to happen to deliver future actions		ongoing work to deliver HIA and therefore assessing impacts to objectives, adopting population target/ cull setting which will deliver a balance in objectives	deliver actions & keep in review
	Provide regular opportunity for wider community and public agency engagement in planning and communications.	Υ	commitment to continue and improve engagement with CCs captured in plan (p.28, 43, 44) - ongoing highlighting of working with other community groups	continue to promote DMG role, continue to encourage discussion on deer management outwith DMG format i.e. CC meetings etc and ensure actions from such meetings are followed up.
13. ACTIONS to ensure effective communication on	Identify and implement actions to address community issues on deer or deer management activity.	Υ	wording captured in plan(p.43,44) to ensure discussion with local communities -CCs.	keep in review -
deer management issues.	Support and promote wider opportunities for further education on deer.	Υ	captured in plan (p.44) - part of action 13.1	deliver action & keep in review - promote throughour DMG
	Summary : Agree a colour for current delivery of the Action (red, amber, green) and detail what is going to happen to deliver future actions		all captured in plan and ongoing work to continually update comms policy -	keep in review - members to share experiences and also promote website
	Agree, collate and review data available within the DMG which might be used as a proxy for deer health/welfare i.e recruitment, winter mortality, larder weights etc	Υ	captured in plan that cull data will be gathered and used to inform info (draft cull setting wording)	update DMP accordingly & promote standard templates
14. ACTIONS to ensure deer welfare is taken fully into account at individual animal and population level.	Take reasonable actions to ensure that deer culling operations safeguard welfare; for culled and surviving animals (e.g. for example by following BPG)	Y	captured in plan (p.45)	continue to review and update DMP to reflect DMG status on Best Practice as required
	Take reasonable actions to ensure that the welfare of surviving populations is safeguarded (e.g. provision and access to food and shelter)	Υ	captured in plan (p.44)	keep under review and deliver actions
ic ren	Periodically review information on actions to safeguard welfare, identify and impliment changes as required.	Υ	captured in plan (p.44)	keep under review and deliver actions
	Summary : Agree a colour for current delivery of the Action (red, amber, green) and detail what is going to happen to deliver future actions		All captured within plan (further wording in draft form needs adopting by DMG members)	agree data to be gathered and how information distributed for analysis to deliver actions.