

Devon External Funding Advisors Network (DEFAN)

The Way Forward

Final Report

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By

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Contents

1.Summary

2.Introduction and background: What is DEFAN?

3.Methodology

4.Current status of DEFAN

5.Extending the membership

6.Barriers to participation

7.Potential growth

8.Conclusions

9.Recommendations

10.Reference sources

Appendix 1: Suggestions for extending membership of DEFAN

Appendix 2: Where do you see DEFAN in 3 years time?

Appendix 3: Informal comments and feedback

1. Summary

“A buoyant enthusiastic group with a healthy turnover of members. Some may leave for a variety of reasons but new blood should help to refresh the group.”
(DEFAN member’s comment 7/3/07)

The general consensus appears to be that DEFAN is working very well with an informal structure and quarterly networking meetings held on a rotational basis around the county. Members appreciate the informality and openness of the meetings and find the DEFAN network co-operative and mutually supportive. The external speakers are regarded as a major asset at the networking meetings. Members particularly value the online networking and several commented appreciatively on the excellent administration. There is considerable debate over DEFAN’s campaigning and lobbying role, which may be fulfilled working in conjunction with GEORGE (GEORGE is a regional network of county funding advisors networks). DEFAN is widely respected in the South West region and provides a viable working role model for a Funding Advice Network (FAN).

Members opinions are strongly divided over ways to extend the membership, focusing on whether to keep DEFAN as a peer networking support group for professional funding advisors or whether to extend the membership to include volunteer funding advisors. People who fulfil a hybrid role - as both funders and advisors, giving funding advice that is free at the point of contact, - are broadly accepted.

Barriers to participation include: travel and transport; capacity and lack of financial resources; work priorities and time allocation. Potential development areas for DEFAN involve: increasing online membership and online networking; a designated, fully operational DEFAN website; participation in regional and national initiatives; raising the profile of DEFAN; DEFAN actively contributing to consultation documents, lobbying and campaigning movements. In conclusion, DEFAN is functioning effectively. There are a few practical suggestions and recommendations, such as the introduction of an induction pack for new members and formalising links with GEORGE.

2. Introduction and background: What is DEFAN?

DEFAN (Devon External Funding Advisors Network) is a group of funding advisors who give external funding advice within Devon that is free at the point of

delivery. Founded in December 2002, under the auspices of Paul Tucker (Mid Devon District Council) and Andy Grant (formerly Teignbridge District Council), DEFAN was the first county wide funding advisors network in the South West region. DEFAN membership currently involves 28 organisations (listed 29/1/07).

DEFAN has grown to include representative voluntary sector and district council funding advisors from each local authority area in Devon, the unitary authorities of Torbay and Plymouth, county-wide organisations such as: Devon County Council, the Community Council of Devon; Devon Renaissance; Devon and Cornwall Constabulary, plus regional operations, such as the Environment Agency and the Southern Association of Voluntary Action Groups for Europe (SAVAGE). DEFAN currently chairs meetings of GEORGE, the South-West region's network for Funding Advice Workers (please see page 4).

As an organisation, DEFAN has a terms of reference but no constitution and no bank account. Membership is free and no subscriptions fees are raised. Teignbridge Council for Voluntary Service (CVS) agreed to act as a conduit to accept a small grant on DEFAN's behalf from the Network Partnership Fund, run by the South West Foundation.

3. Methodology

The information contained in this report was gathered from March 07 - May 07. The research is based on the views of DEFAN members. The majority of feedback was obtained at a facilitated open session held at Teignbridge CVS on 7 March 2007, supported by face-to-face and telephone interviews, conducted by Mary Edwards.

Facilitation session:	16 members (including 3 new members)
Face to face meetings :	2
Telephone interviews:	8
Total	<hr/> 26 members

The original intention of this report included contacting not-for-profit and statutory sector workers giving funding advice who were not yet members of DEFAN. However, after consultation with Paul Tucker, this activity was curtailed due to the division over existing members' opinions on extending DEFAN membership. In addition the creating:excellence database of funding advisors is being revised. This database contains the mapping information provided by Red Door Associates report (2004). In response to an email query, John Skrine, Head of Funding South West at creating: excellence, referred to DEFAN's own membership list.

4. Current status of DEFAN

Overall, members' comments and feedback indicate a high degree of satisfaction with DEFAN and there were no dramatic suggestions for change. Members declared that they particularly liked the informality of DEFAN meetings and this was a large contributory factor to its overall success.

The majority of members were satisfied with the current status of DEFAN and several expressed a desire for it NOT to change. One member summed up many peoples' views when they declared "*DEFAN is not broken, so why try to fix it?*"

DEFAN's main strength was viewed as its **informality**, openness, acceptance of members and a sense of camaraderie or a friendly approach. The network meetings are seen as non-confrontational and non-judgemental. Members like to speak openly in meetings without fear of censure or judgement. For many members, informality was an identifying strand of the DEFAN "**ethos**" and one member exclaimed "*do not saddle DEFAN with over-regulation (and forward planning) that may threaten this ethos*".

In addition, several members thought that **sharing** was an important aspect of DEFAN and they liked to "*share the same problems and same issues*". Sharing was vital, particularly for 'lone workers' perhaps feeling isolated geographically or working in an environment where office colleagues did not understand the vagaries and complexities of the funding arena.

Similarly, several members appreciated **support** from the network, which is mutually beneficial. They felt that they could informally telephone other DEFAN members to exchange views, help to solve problems or recruit volunteers with experience of funding issues ("*volunteers who can do more than just lick stamps!*"). DEFAN was highly valued as "*a personal, social and professional network*".

External speakers were perceived as a major strength of the network meetings and highly valued by most members, with one member listing it as a determining factor when making a decision to attend. Members appreciate the speakers' information, welcoming the opportunity to extract full details from funders in an open, informal environment. Generally, the external speakers also view DEFAN favourably as they have a captive target audience who can disseminate their messages further. Informal feedback from the speakers indicates that they are usually delighted to be invited to attend and recognise the value and importance of DEFAN. However, one member pointed out that the speakers' attitude may change if DEFAN undertakes an over-rigorous or aggressive campaigning role.

The **campaigning and lobbying** role of DEFAN was debated as opinion is divided over the purpose, direction and approach to these issues. Some members seemed to feel frustrated that they could not communicate their views

and opinions through a recognised body. One member suggested that DEFAN itself lacks the capacity to undertake a sustained and effective campaign, as most members have full-time commitments. There was also concern over the difficulty of reaching consensus and conveying a unanimous message effectively without compromising the role of individual bodies, particularly statutory agencies. The campaigning and lobbying issue needs further discussion. However, most members thought GEORGE (page 4) would be the appropriate organisation to take forward campaigning and lobbying issues, based on information provided by DEFAN. One member commented “*use GEORGE to represent issues upwards*”.

Continuity was also perceived as another important factor, with one comment that it is good to see “the same faces”. DEFAN has been established for nearly 5 years, so key members have developed close bonds of co-operation, trust and friendship. This has become part of the “ethos” and is automatically extended to new members.

Dissemination of information and knowledge via the **online media**, as emails, alerts, diary dates, queries and minutes, was greatly valued. Members who were unable to attend the quarterly networking meetings (due to transport and/or capacity issues) particularly praised the online service. One member stated that as a direct result of reading the electronic minutes, they had booked a speaker from a DEFAN meeting, who then successfully delivered a training session on trustees’ roles.

Several members and regional leads commented on DEFAN’s **good reputation** and position as a **role model**. DEFAN was the first county wide funding advisors network founded in the South West region. Therefore, when they were setting up their own organisations, other fledgling and emerging groups, such as CFAN (Cornwall), SOMFAWN (Somerset) and GEFAN (Gloucestershire) sought advice from DEFAN.

DEFAN is also part of a larger regional network called **GEORGE**, co-ordinated by John Skrine, Head of Funding South West at creating: excellence.

“GEORGE is a network of funding advice networks covering the South West region. Its members are informal county-level funding advice networks. It links and supports these networks....GEORGE aims to develop its authority as a regional voice of county networks, in particular to influence funders to address the gaps and duplication and to provide a conduit for funders to address the VCS” (p.31 Mapping of Funding Advice Networks).

5. Extending the membership of DEFAN

Extending the DEFAN membership was a controversial topic as opinion was polarised or sharply divided. A few members firmly believed that the strength of

DEFAN was **peer networking** with fellow professionals who all gave high quality, considered advice. In addition, one member thought that membership should be restricted to organisations who gave funding advice as part of their core remit.

Several members had an open approach to membership issues and welcomed informal funding advisors who gave advice to grassroots organisations. Some members acknowledged that **volunteer funding advisors** may have limitations, as the advice they give may be based solely on their own experiences and knowledge – volunteer funding advisors may not have the full range of research materials, resources, contacts and information available to an organisation, such as a Council for Voluntary Service.

However several members were reluctant to restrict membership and thought that attendance at DEFAN meetings would provide volunteer funding advisors with helpful tips, additional skills and examples of good practice. DEFAN may also fulfil a mentoring role for new members. Several members also pointed out that as DEFAN is dealing with the voluntary sector, it seemed highly appropriate to include volunteers! Some members thought that DEFAN might risk being swamped by volunteer funding advisors whilst others firmly believed that the network would become self-regulating as part of the DEFAN ethos. They claimed that DEFAN would reflect the changing patterns of the voluntary sector, where people frequently change jobs, acquire new roles or move on to other interests. Some members thought that, in line with the basic principle of informality, members would become self-selecting. One member recommended a maximum membership for DEFAN of 50 members - presumably not including online members.

Several members fulfil a dual purpose or **hybrid role** as they both distribute grants and give funding advice free at the point of delivery, such as on the completion of application forms. This was the case for Devon Renaissance, Dartmoor Sustainable Development Fund (DSDF) Leader Plus (Teignbridge) Community Council of Devon and, to some extent, local authority funding advisors responsible for the distribution of small-scale grants. Generally, the hybrid role is acceptable as it falls within the Terms of Reference and may add an extra dimension to DEFAN's work.

In between the two extremes of employed and volunteer funding advisors, plus hybrid roles, several members suggested **additional people or organisations who might mutually benefit** from DEFAN. A full list is included in Appendix 1. This wide-ranging list includes social enterprise organisations such as Rise and Co-active, political and strategic representatives such as the Regional Development Agency (RDA), Market and Coastal Towns Associations (MCTA) and possibly larger charities operating county-wide.

There was some debate over inviting **development trusts** on board and one member suggested that these should be reviewed on a case-by-case basis.

Whilst some development trusts have a wider economic and social remit and give funding advice to local voluntary groups, other development trusts focus narrowly on their immediate vicinity.

Only a few members mentioned the role of **professional funding advisors**. A few perceived them as a threat who may potentially use information from DEFAN without fully sharing their own knowledge, skills and expertise. Generally, there was a lack of knowledge and/or awareness of the Institute of Fundraising or doubts over its relevance to DEFAN. However, several individuals are also members of the Institute of Fundraising (IoF) and at least one DEFAN member had attended the IoF South West regional conference (April 07).

At the facilitated meeting (March 07) members asked the question "**How do you join DEFAN?**", which provoked interesting responses. DEFAN does not actively promote itself publicly or have a high profile outside funding circles. Existing members suggested that you may 'join' DEFAN in a variety of ways such as:

- by turning up at a network meeting;
- by a word of mouth recommendation;
- through an introduction to DEFAN via a colleague or an existing member (2 new members/colleagues were present at the meeting);
- by "inheriting" the membership through starting a new job or role as a funding advisor;
- by attending a DEFAN meeting as an external speaker and then realising you are eligible to become a full member.

Once issues are resolved over extending the membership, other suggested ways of promoting DEFAN membership included:

- via the Devon Association of Councils for Voluntary Service (DACVS);
- via individual Council for Voluntary Services' newsletters (if grassroots volunteer funding advisors are accepted);
- through links from existing members' own organisational websites to the DEFAN website;
- through diary entries on regional newsletters, such as the South West Forum and Rise newsletters

Members were also broadly in favour of supplying a basic **induction pack** with background information, terms of reference, a list of DEFAN members and possibly information on GEORGE. The induction pack would be circulated electronically or as a hard copy.

6. Barriers to participation

Members identified several barriers to participation or reasons why they were unable to attend DEFAN network meetings.

A major concern was **capacity issues and lack of financial resources**. Several members explained that their time and resources were limited, particularly in the voluntary sector, where part-time staff may only work 2 or 3 days per week. As attendance at a DEFAN meeting would require 0.5–0.75 of a working day, this would therefore take up a large proportion of their time and subsequently their costs. Each member needed to weigh up carefully the organisational staff costs against the potential benefits. Several members thought that they needed to justify their time spent attending DEFAN meetings.

Most members identified **transport and travel** issues as potential barriers, due to the distances travelled, time spent and mileage allowances. In theory, the majority approved of the roving venue system, whereby each venue was spread throughout the county, acknowledging that Devon covers a large, predominantly rural, area. However, a few members expressed a preference for the meetings to be held in Exeter, as this was a central and accessible venue.

One member suggested that inaccessible road systems and isolated rural locations might deter members from attending. There was also a slight north versus south Devon dividing line, due to distance, time and costs, so that members were more likely to attend meetings that were geographically close to them.

Several members identified **time-related work issues** as a barrier to participation. The meeting dates may clash internally: one member thought that corporate meetings must take priority; another pointed out that DEFAN meetings were always held on Wednesdays and this clashed with his in-house team meetings, so he consequently had to judge which meeting took precedence. External dates were also a contributory factor: DEFAN dates may clash directly with other regional events; some periods of the year are particularly busy with conferences and meetings (spring and autumn) that *“absorb valuable staff time and do not leave enough time or energy for DEFAN attendance”*.

Setting priority was another influencing factor for attendance. One member clearly stated that DEFAN took priority and *“I am always devastated when I miss it, especially the lunch part”* as they realised the importance of sharing food in a relaxed, fun atmosphere. Several members stated that the agenda was influential in setting their own priorities as they would review the agenda items, focusing on the external speakers, and then make a decision based on the speakers' perceived relevance and worth.

Two members identified **lack of sufficient planning** as an influential factor. They needed to make a commitment at short notice as the agenda was often circulated just before meetings.

Other potential barriers raised by individual members included **the organisational costs of hosting each meeting**, which had to be drawn from specific budgets and the acceptance and **sharing of responsibility**, so that the administration was shared throughout the group and not restricted to the same few members taking full responsibility.

7. Potential Development

At the facilitated meeting (7/3/07), members were asked: *Where do you see DEFAN in 3 years time?* Their responses are listed in appendix 2.

The **online network** is an area for potential growth and development. One member clearly stated that although they would not have time to access an online forum, the email alerts were excellent. Another member stated that as a result of the email alerts they had attended a Big Lottery conference and, whilst unable to attend regular network meetings due to capacity issues, they met other DEFAN members face-to-face onsite there – an example of how a ‘virtual’ community can be translated into real life networking.

The online network may also be a way to resolve the conflict over extending the DEFAN membership as future **online members** could be included for information purposes. This would mean that they would receive all information online, including speakers’ presentations, so that they are kept informed and up to date. Online members may also attend an occasional network meeting. As one member commented *“The information on funding streams be available and regularly updated online to reduce the need for face to face meetings as this approach may only suit some ‘would be’ members. This may mean you have different levels of membership”*. This is one possible way of overcoming the travel and time-related barriers to participation.

The design of a dedicated DEFAN **website** is an excellent avenue for promoting DEFAN’s invaluable work and attracting new “electronic” members and supporters. Most members welcomed the website as an important potential development and a way of raising the profile of DEFAN. Obviously website development involves close co-operation with creating:excellence and should include links with GEORGE and other Funding Advisors Networks (FANs) throughout the region. It will, of course, be important to consult with members over the content and ‘feel’ of the proposed DEFAN website.

The website may also provide information for establishing a funding advice national network. A few members expressed interest in this important strategic development. DEFAN is mentioned under a case study by GEORGE in the *Mapping of Funding advisers Network in England and Implications for a Funding Advice National Network* produced by Sheffield Hallam University Centre for Voluntary Sector Research (p 32 April 2007).

DEFAN has the potential to develop its role in **consultation** documents. This is contained in the terms of reference “*DEFAN may provide a role to represent a co-ordinated response to consultation documents* “. However, DEFAN might like to consider a formal approach to gathering and presenting evidence for consultation from their shared experiences. Each member would email the administrator (Kate) with their responses to specific documents or issues. These responses would be circulated generally and discussed. If members reach a consensus opinion this would be put forward by DEFAN to GEORGE. If there were disagreement, members would submit a response representing their own organisation.

Several members expressed the opportunity for DEFAN to undertake a **mentoring role**. If the majority of members accept volunteer funding advisors or grassroots supporters, attendance at the networking meetings might present ideal opportunities for informal mentoring. DEFAN members may also offer opportunities for **work shadowing** and one member perceived this as an excellent, practical form of induction preferable to a formal training scheme. This may be a question of members who are new to post informally seeking advice from well-established members.

One member advocated that DEFAN should take a more proactive role in **securing funding to further its own activities**, such as operating a bursary scheme to support meeting attendance by members suffering from financial difficulties.

One member also suggested holding a **conference**, possibly in the Torbay area, where members of each county Funding Advisors Network (FAN) in the South West would meet. Organisational and administrative responsibility would be shared amongst the networks. The conference might include exhibitors and a funding fair. However, this may be similar to work already undertaken by GEORGE and creating:excellence.

8. Conclusions

The research undertaken points to the following conclusions:

- DEFAN is in robust form overall and provides a co-operative and mutually supportive network for funding advisors
- Generally, there is a reluctance to alter DEFAN too much as it functions as a slightly ad hoc, non-corporate organisation – which perhaps reflects the nature of the voluntary sector!
- DEFAN is autonomous or self-governing with a small, dedicated group undertaking administration tasks and decisions without undue direction from founder members. No members mentioned employing additional paid

staff – a topic that has been discussed in the past – so DEFAN retains its status quo.

- The informality of network meetings is a great strength. This sense of informality has evolved over time, reflects the enthusiastic input of individual members and their resistance to incorporate formal structures (DEFAN has no constitution, no bank account, no membership cards, no logo etc).
- DEFAN needs to resolve issues over campaigning/lobbying and extending membership so that these areas do not sour the group causing fragmentation and discord.
- If the membership is extended, a mapping exercise may be needed to identify informal or volunteer funding advisors throughout Devon.
- External speakers and funders are an integral part of the network meetings.
- Several barriers to participation would be difficult to overcome, given time-restrictions on working lives and the size and rural nature of Devon.
- DEFAN is strategically important for consultation purposes.
- DEFAN members have access to a wealth of information and feedback from grassroots organisations. This needs to be effectively channelled 'upwards and outwards' to initiate changes.
- The DEFAN 'ethos' is not necessarily a transferable skill, but a product of this particular network group. DEFAN appears to thrive on informality – probably to the puzzlement of some other county Funding Advisors Networks!

Given its widespread approval, recognition and support, DEFAN could easily raise its profile to extend beyond the immediate funding arena, if the members so wished. Several members pointed out that few of their working colleagues had heard of DEFAN, particularly in local authority offices. However, DEFAN membership is already included in several job descriptions, performance targets and individuals' Curriculum Vitae (CV). DEFAN members may also wish to include participation and attendance at meetings as part of their Continuous Professional Development (CPD).

9. Recommendations

The following recommendations are submitted on the basis of the material and issues discussed by members:

- Allow DEFAN to continue on broadly similar lines; continue with the programme of inviting external speakers and funders to address network meetings; include occasional case studies from members.
- Resolve the controversial issue of extending the membership to volunteer funding advisors by holding a simple ballot (possibly circulated electronically): are you in favour of extending the membership to volunteer funding advisors: YES/NO. If volunteer funding advisors are accepted as members, approach a wider audience (Appendix 2), introducing DEFAN and giving them the option of “information only” electronic membership
- Review and possibly revise the DEFAN terms of reference to include issues such as: dissemination of information via online media; clarification over lobbying and campaigning routes; the relationship with GEORGE; partnership links with other Funding Advisors Networks in the South West
- Secure and enhance links with GEORGE, ensuring that DEFAN members’ views are represented on a strategic, regional and national level and included in consultation exercises. If, for any reason, GEORGE is unable to fulfil a lobbying/campaigning role, then develop a DEFAN strategy, based on discussions.
- Receive written feedback from GEORGE (notes, minutes etc) in order to track the lobbying/campaigning and consultation issues raised by DEFAN. This is a way of keeping members informed as to what happens to all their hard work!
- Ensure that DEFAN is represented in ‘Establishing a Funding Advice National Network ‘ (part of proposed work for the Finance Hub).
- An annual review session might be useful, so that members can assess the year’s work and progress - this might be combined with a birthday celebration at the December meeting.

9a Practical measures

- Advocate a car-sharing scheme, particularly for members in Exeter.
- Circulate the agenda earlier (2-4 weeks ahead) to allow members to plan their diaries
- Introduce an (electronic) induction pack for new members

And finally. What would you call a member of DEFAN – a DEFANITE or a DEFANER?

DEFAN Key

a few members = 2-4 members

several = 5 or more members

10. Reference sources

Mapping of Funding Advisers Network in England and Implications for a Funding Advice National Network produced by Sheffield Hallam University Centre for Voluntary Sector Research (pp 31-32 April 2007).

Funding Advice Services in the South West: report for Funding South West
By Red Door Associates Ltd, (August 2004)

DEFAN: *terms of reference*

GEORGE: steering group meeting notes 8 March 2007

Appendix 1: Suggestions for Extending Membership of DEFAN

DEFAN members may like to consider approaching the following organisations:

Umbrella organisations:

- Co-active
- Rise
- Devon Community Foundation
- Exeter Community Initiatives (ECI)
- Devon Association of CVS (DACVS)
- Museums and Library Associations
- Pre-school learning alliance
- Early years –Zero to 14 plus
- Community transport (Devon County Council)
- Market and Coastal Towns Associations (MCTA) (Mark Goodman, regional lead)
- Development trusts (reviewed on a case-by-case basis)
- Regional Development Agency (RDA)

Note : there was also a request for strategically significant RDA representation at GEORGE meetings

‘umbrella’ charities giving advice to their member groups:

- Age Concern, Devon
- Citizens Advice Bureau (CAB)
- Workers Education Association (WEA)
- West Den Environmental group

Businesses and corporate fundraisers

- Federation of small businesses (replicating CEFAN?)
- Business in the Community
- (The) Fire service
- South West Water
- Regional Development Agency (RDA)
- Institute of Fundraising (IoF)

Note: DEFAN members would need to discuss the ethics of inviting businesses to join with their “for profit” underlying emphasis.

Hardly anyone mentioned corporate fundraisers and one member felt “uncomfortable with private enterprise in a commercial sense with no community benefit”.

Individuals or volunteer funding advisors operating at grassroots levels?

12. Appendix 2: Where do you see DEFAN in 3 years time?

Comments written by members on post-it notes at a facilitated meeting 7/3/07:

- A buoyant enthusiastic group with a healthy turnover of members. Some may leave for a variety of reasons but new blood should help to refresh the group.
- Clarity on where we are all coming from ie LAs, other statutory bodies, CVSs
- Fairly similar
- Regular meetings
- Email network
- Better organised meetings rather than thrown together at last moment!
- New members giving DEFAN fresh energy
- To act as a voice for Funding Advice workers throughout Devon and to be able to inform funders and local authorities/Government of the needs of groups and communities we help.
- Addition to our Terms of Reference
- Increase diversity of membership in terms of organisations represented, geography/localities represented, sectors represented.
- 50 members!
- relevant programme of speakers covering a wide variety of funding issues
- Greater link/info with GEORGE
- I would like to have a defined list of funding avenues in Devon and the principal representative for each avenue be present at the DEFAN meeting updating everyone on significant developments
- Self sustaining and effective
- Evolving and challenging
- DEFAN being involved in consultations on new funding programmes - ie coal face knowledge
- Membership open (as on terms of reference) (include funders who give advice)
- Meeting quarterly in Exeter – easily accessible venue for all?
- Good programme of relevant speakers/items for Funding Advisors – nothing else really
- DEFAN to remain as an informal networking group with representation/awareness across statutory and VCS (Voluntary and Community Sector)
- Positive participating group that still see value in its existence
- Sustained/increased membership
- Network maintaining current size
- More information sharing
- Better website or combined site with GEORGE
- Extended membership to include external funders.

- Otherwise, maintain the informality, the frequency of meetings, etc.
- Use GEORGE to represent issues upward.
- The information on funding streams be available and regularly updated online to reduce the need for face to face meetings as this approach may only suit some 'would be' members. This may mean you have different levels of membership

Appendix 3: Informal comments and feedback

Informal comments and verbal feedback from DEFAN members

- "informality is its (DEFAN's) strength"
- "not a clique, but open, friendly and informal"
- "hugely rewarding an open and sharing network"
- "reacts on the spot to current issues happening"
- 'impression that everyone wants to work together'
- 'very supportive if you have a problem"
- "proactive as and when the need arises"
- "it works as it is. I wouldn't like to see it change a lot"
- "working in the statutory sector, DEFAN gives me access to information that I would not otherwise have found"
- "DEFAN functions as it is. People are getting benefit from it"
- "invaluable" "very useful" "works as a body"
- "not just a 'talk' shop"
- "I wish we could do more together, but everyone is so busy"