



**Disability Rights UK**

**DPO Capacity  
Building  
Project**

# **DPO Sector Analysis**

**Part 1. The DPO Sector  
Research Report**



# About this report

To form part two of a three-segment research report, **Part 1. The DPO Sector Research Report** describes the research method, data analysis and complete thematic analysis table of Disability Rights UK's DPO Capacity Building project scoping research into the DPO sector.

For a discussion of the final sector assessment model, please review the **Part 2. The DPO Sector Assessment**.

For the recommendations, projections and values of DR UK's DPO Capacity Building project, grounded in these research findings, please review **Part 3. The DPO Capacity Building Recommendations and Projections**.

Authored by **Rebecca Tayler Edwards** (she/her)  
DPO Development Manager.

Lead Researcher: **Rebecca Tayler Edwards** (she/her)  
DPO Development Manager

Research Assistant: **Polly Maton**

## Contact

E: [rebecca.tayler-edwards@disabilityrightsuk.org](mailto:rebecca.tayler-edwards@disabilityrightsuk.org)

T: 0203 883 3407

L: [www.linkedin.com/in/rebecca-e-5b3254109](https://www.linkedin.com/in/rebecca-e-5b3254109)



# Executive summary

This report outlines the research method, analysis strategy and results of a mixed-methods research study conducted by the DPO capacity-building project at Disability Rights UK.

The report outlines the importance of capacity-building for disabled people's organisations (DPOs) in the UK. It highlights the challenges faced by DPOs in the current socio-economic climate, including increased competition for funding, demands for rigorous evidence-based campaigns, external bias, and a decreasing workforce.

The report defines DPOs, discusses the historical development of disability rights in the UK, acknowledges the complexity of the movement and outlines the value of the DPO sector in enabling disabled individuals to have their voices heard.

This study aimed to gain insight into the context, capacity-building needs, and mandate of the Disabled People's Organisations (DPOs) sector, and how it relates to Disability Rights UK. A total of n=61 participants from n=32 DPOs participated in primary qualitative data collection through focus groups and interviews. The financial reports of n=54 DPOs were also analysed as part of this study. An inductive thematic analysis approach was used to analyse the data, allowing for an in-depth understanding of the DPO sector.

The model describes **n=4 overarching themes**, which outline the fundamental messages about the climate and values of the sector.

- 1. DPO Ecosystem:** Explores the relational environment and challenges faced by DPOs, including inclusion, intersectionality, critique, relationships, and connectivity.
- 2. Survival in a Turbulent Climate:** Focuses on funding issues, knowledge of funding pathways, and challenges faced by DPOs in today's environment.
- 3. Internal Capacity and Resources:** Explores staffing, data, development, and resourcing needs of DPOs.
- 4. Sector and its Barriers:** Focuses on the value of the DPO sector, external barriers faced by DPOs, and the desired role of DR UK in supporting the sector.

Within the overarching themes are a total of **n=17 themes** and **n=53 subordinate themes**.

Overall, the study provided valuable insights into the context and capacity-building needs of the DPO sector and their mandate for Disability Rights UK's action and relationship forming.

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# Introduction

## Importance of Capacity Building for DPOs

The current political and socio economic climate has had a profound impact on disabled individuals, many facing additional challenges and barriers; mirroring this, the disability rights movement and the sector of Disabled people's organisations face it's own survival pressures.

In the context of increased competition for funding, higher demand for services, and long-term insecurity, the need for a capacity-building project devoted to DPOs in the UK is clear. DPOs face heightened competitiveness for funding, demands for rigorous evidence-based campaigns and external bias with a decreasing workforce.

By providing support, training, and resources, capacity-building can help DPOs to be more effective, efficient, and competitive in their work; DPOs are better positioned to serve the needs of disabled individuals, attract donors and funders and respond to the insecurity of human rights in the UK.



# Background and Context

## What are DPOs?

Disabled people's organisations, or DPOs, are organisations that are led and controlled by disabled individuals. The specific composition and staffing of a DPO will vary depending on the organisation and its mission. These organisations play a crucial role in advocating for the rights and needs of disabled people, and they provide valuable support and services to their members.

While there is no universally accepted definition or standard for what constitutes a DPO, Disability Rights UK (DR UK) recognises an organisation as a DPO where Disabled people represent at least 75% of the board and 50% of staff. Additionally, a DPO actively demonstrates its commitment to the Social Model of Disability through its work and hiring practices.<sup>[1]</sup>

The sphere of DPOs, is by nature a complex network. Increasingly, organisations that fit the technical classification of a DPO, that is, by the percentage of its workforce, leadership and internal values, may not define itself as a DPO or work in tandem with other DPOs. The role of these organisations in propelling the disability movement is respected, and this project seeks to facilitate conversations for a more open and inclusive DPO sector.

## The development of the DPO sector

The disability rights movement in the UK has a long and complex history. While evidence suggests the mobilisation of Disabled people for political change dated back to the 19<sup>th</sup> century,<sup>[2]</sup> the 1960s–1970s saw the self-organisation of Disabled people under the charitable and community funding model;<sup>[2]</sup> facilitating the political discourse that birthed the social model of disability and the generation of services designed by its users.

One of the key demands of the disability rights movement in the UK was the closure of segregative institutions and the integration of disabled people into mainstream society. Activists also campaigned for the rights to independent living, equal opportunities, and access to education, employment, and public transportation. These efforts led to significant legislative changes.

## The social model of Disability

The social model of disability is a framework that emerged from the disability rights movement in the 1970s and 1980s. It argues that disability is not an inherent characteristic of an individual but rather a product of the interaction between the individual and a society that is not designed to be inclusive of people with disabilities. In other words, the social model posits that disability is not a medical issue, but a social issue.

The social model of disability has been a central concept in the disability rights movement and in Disabled Peoples' Organisations (DPOs) historically, as it has helped to shift the focus from viewing disability as an individual or a medical problem to understanding it as a social issue that can be addressed by changing societal attitudes and structures. DPOs, which are controlled and led by disabled people, have been instrumental in advocating for the social model of disability and working to create a more inclusive society.

## The development of the mainstream Disability movement and it's implications of DPO identification

Disabled people-led organisations that don't identify as DPOs reflect the complexity of the disability movement. Despite progress in the UK, certain groups, like people with learning disabilities were often left out of the mainstream disability movement, with their specific needs not always addressed. Others argued that the movement focused mainly on visibly and physically disabled people and overlooked those with mental health conditions, invisible conditions, learning disabilities, and other disabilities. Generally, the lack of addressing intersectionality in the movement, where individuals face multiple forms of discrimination based on their intersecting identities such as race, gender, sexuality and class, has led many intersectional organisations to diverge from the DPO sector. Recently, Intersectional DPOs have led the push for greater intersectionality in the movement to ensure that all disabled people are represented and respected.

## The value of the DPO sector

The DPO sector exists to provide disabled individuals a platform to have their voices heard within the discourse of their own rights and activity. In many cases, disabled people are not adequately represented in mainstream society, and their needs and concerns are not always considered in policy decisions. DPOs provide a space where disabled individuals can come together to share their experiences and perspectives and to work towards improving their lives.

Service-based DPOs have become a core tenant of the support and services to disabled people. This can include everything from legal advice and financial assistance to social support and vocational training. These services can be critical for disabled individuals, who may face additional challenges and barriers in accessing essential services and support.

By organising events and campaigns, DPOs can educate the public about the challenges that disabled people face and the ways in which society can be more inclusive and supportive. This can help change attitudes and break down stereotypes, leading to a more accepting and understanding society.

Overall, DPOs are a vital part of the disability rights movement, and they provide valuable support and services to disabled individuals. By giving disabled people a voice and providing them with the support they need, DPOs help to create a more inclusive and equitable society for everyone.

# Aims and Objectives

## Aims

The aim of this study was to gain an in-depth understanding of the context of the Disabled People's Organisations (DPOs) sector, their capacity-building needs, and their mandate for our organisation's (Disability Rights UK) action and relationship forming.

## Objectives

- 1.** Understand the present infrastructural conditions of DPOs in the UK, with a specific focus on Income vs Expenditure of financial and non-financial resources.
- 2.** Understand the development needs of DPOs in the UK and how this can frame the design of the Capacity Building Project and Disability Rights UK's Theory of Change.
- 3.** Build relationships with DPOs in the UK and create the foundations for a steering group of DPOs to guide the project's direction.
- 4.** Understand the relationship between DPOs in the UK and DR UK.
- 5.** Understand the mandate of DR UK action from DPOs and how this can frame DR UK's Planning for Change review and the Together fund's Building Resilience action.





# Method

## Key Methodology Terms

- **Cohorts:** Participant groups.
- **Data Analysis:** The method by which we will review information gathered from interviews and think cafes to create conclusions.
- **Focus Groups:** A process of gathering our own information personally in casual think cafes/groups of participants all talking together at the same meeting.
- **Informal Interviews:** A process of gathering our own information personally in casual meetings and catch ups.
- **Iterative:** A term used in scientific research which refers to a method's flexibility. In iterative research, the method continues in cycles and is continually refined or tweaked in response to the success or error of it's work.
- **Opportunity Sampling:** Finds people from a target population available at the time and willing to take part. It is based on convenience. An opportunity sample is obtained by asking members of the population of interest if they would take part in your research.
- **Participants:** Who we are talking to / gathering information from / people participating in a research study.
- **Primary Data Collection of Qualitative Data via Focus Groups, Informal Interviews and Shadowing:** A process of gathering our own information personally in casual meetings, think cafes and spending the day with the organisation to observe their work and needs.
- **Secondary Data Analysis:** The use of existing research data to find answer to a question that was different from the original work.
- **Shadowing Sessions:** Spending the day with the organisation or a forum meeting to observe their work and needs.
- **Snowball Sampling:** Snowball sampling or chain-referral sampling is where existing participants provide referrals to recruit participants required for a research study. In this research, DPOs and members of DR UK will make recommendations of other DPOs and Disabled people who they think will be suitable to recruit for the research.
- **Thematic Analysis:** Thematic analysis is a method that involves reading through a notes or transcripts from in interviews or think cafes and finding patterns in meaning across the data; patterns create 'themes'.
- **Qualitative:** Information that appears in written, visual or audio form.
- **Quantitative:** Information that appears in numerical form, or in the form of statistics.
- **Mixed Method:** Assessing qualitative and quantitative data in the same study.

# Design

A mixed-methods approach was employed, utilising both qualitative and quantitative methods.

1. Primary Data Collection of Qualitative Data: Collected through Focus Groups, Informal Interviews, and shadowing.
  - a. **Shadowing sessions:** Spending the day with the organisation or forum meetings across organisations to observe their work and needs.
  - b. **Focus groups:** A process of gathering our own information personally, in casual think cafes/groups of participants all talking together at the same meeting.
  - c. **Informal interviews:** A process of gathering our own information personally, in casual meetings and catch-ups.
2. Secondary Data analysis of Quantitative Data; DPOs Financial Status.

## Participants

N=61 participants from n=32 DPOs, participated in primary qualitative data collection through focus groups and interviews.

N=6 supplementary voluntary sector organisations participated in primary qualitative data collection through focus groups and interviews; however, data obtained from these interviews were used to provide insight to the wider voluntary sector and not the experiences of DPOs.

Participants of the qualitative data collection were recruited through purposive sampling, in which participants were selected based on their knowledge and experience with the DPO sector and its capacity-building needs, and opportunity sampling, in which participants, within the target population were selected due to their availability at the time and willingness to take part. Both the purposive and the opportunity sample was obtained by contacting members of the population of interest, via email or DPO meetings, if they would participate.

The financial reports of the pre-assessed n=25 DPOs, and supplementary n=29 DPOs were analysed as part of this study in the secondary quantitative data analysis. The n=29 additional organisations were selected by opportunity sampling, due to their known status as a DPO through prior relationships with DR UK.

Participants were categorised into four cohorts (groups):

1. DR UK employees and trustees.
2. DPOs, classic campaign and service delivery.
3. Non-Identifying DPOs.
4. Hybrid organisations or non-DPO partner organisations.

## Eligibility

For eligibility consideration, the representative participant cohort must be working, volunteering with or sitting on a governance board for a DPO. Organisations self-identified themselves as a DPO according to DR UK's accepted criteria, as outlined in the [Background and Context](#) section of this report. To be considered an intersectional DPO, organisations must self-identify as such, meet DR UK's accepted criteria for a DPO and work with a community of disabled people who have intersecting experiences of marginalisation.

The non-representative participant cohort must be currently working, volunteering with or sitting of a governance board for a voluntary sector organisation, forum or group.

## Informal Interviews and Focus Groups

All interviews and focus groups were conducted in a relaxed and informal manner, in order to encourage open and honest discussions.

The focus groups were audio recorded and transcribed verbatim for analysis. The informal interviews were not audio recorded, as an added confidentially measure; instead, notes from the interviews were recorded in a password protected digital file.

Internal Informal Interviews and focus groups with DR UK staff solely discussed objective (4); specifically on their perceived relationship between DR UK and DPOs in the UK and its mandate for capacity building both internally and externally.

Informal Interviews and focus groups with DPOs, organisations and trustees discussed objectives (1 to 4).

Following interviews and focus groups, participants were reminded of their ethical rights. Interview notes and focus group transcripts were removed of identifiable information and assessed for key codes by the lead researcher.

The analysis of anonymised interview notes and focus group transcripts were conducted using an inductive thematic analysis approach, in which common themes and patterns were identified from the data. This allowed us to develop an in-depth understanding of the context of the DPO sector, their capacity building needs, and their mandate for our organisation's action and relationship forming.

Overall, the methodology used in this study allowed us to gain valuable insights into the context of the DPO sector and its development needs, as well as their mandate for our organisation's action and relationship forming.

# Analysis

Data analysis was conducted using an inductive thematic analysis approach; transcripts and informal interview notes were familiarised via full-text analysis, repeated phrasing was coded, and emerging themes were inductively categorised.

A description of the thematic analysis method is outlined below.

## Thematic analysis

Inductive thematic analysis is a method of analysing qualitative data in which themes or patterns are identified and developed from the data itself, rather than being imposed on the data by the researcher. This approach allows the researcher to discover and explore the meanings and experiences of participants in a more open-ended and flexible way.

There are several steps involved in conducting an inductive thematic analysis:

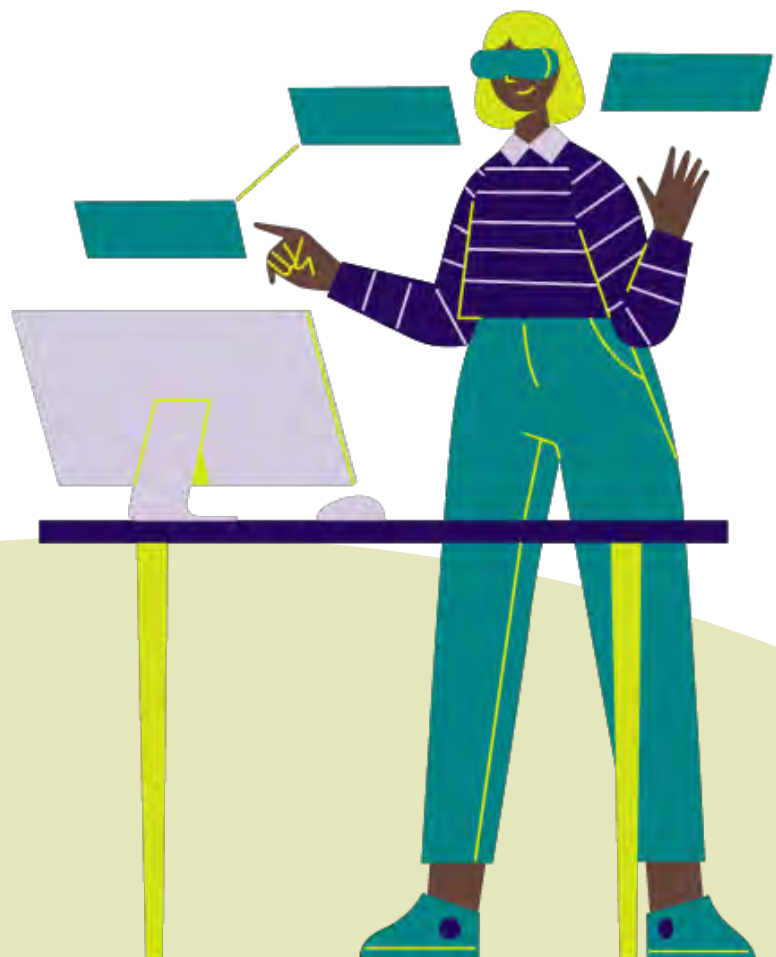
- 1. Familiarise yourself with the data:** Begin by reading through the data and getting a sense of its overall content and structure. This may involve transcribing (writing down) interviews, coding data, or creating summaries of key points.
- 2. Identify initial codes and themes:** As you read through the data, look for words, phrases, or ideas that stand out as particularly significant or noteworthy. These may be initial codes or themes that you can use to organise and categorise the data.
- 3. Group and organise codes and themes:** Once you have identified initial codes and themes, group them together according to their similarities and differences. You may find it helpful to create a codebook or matrix to keep track of your codes and themes.
- 4. Analyse the data:** Use the codes and themes you have identified to analyse the data in more depth. This may involve looking for patterns and connections between different codes and themes, and exploring the relationships between different pieces of data.
- 5. Develop a thematic analysis:** As you analyse the data, you should begin to see patterns and themes emerge. Use these themes to develop a thematic analysis of the data, which should be organised around the key themes and concepts that emerged from your analysis.
- 6. Verify the accuracy of your analysis:** Before you finalise your thematic analysis, it is important to verify the accuracy and validity of your findings. This may involve checking your analysis against the data, discussing your findings with other researchers, or seeking feedback from participants in the study.

In this study, broad themes and subordinate themes were classified both for its homogeneity, that is, uniformity across DPOs, and its heterogeneity, that is, differences in the experiences of DPOs. The analysis of heterogeneous themes was according to prior qualitative researchers who discuss its role in highlighting intersectional and varying experiences among marginalised communities.<sup>[9]</sup>

## Secondary data analysis

The financial reports of n=54 Disabled Peoples Organisations (DPOs) were analysed as part of this study. The reports were collected from the Charity Commission and were used to assess the financial status of the DPOs. N=25 DPOs of this cohort participated in primary qualitative data collection through focus groups and interviews.

The financial reports were analysed to understand the financial status of the DPOs and identify any trends or patterns. The results from the financial analysis were compared to the results from the qualitative data collection to validate the findings and provide a comprehensive understanding of the infrastructural conditions of the DPO sector and address objective (1).



# Results

## Characteristics of Participants

N=61 participants from n=31 external DPOs and n=1 internal DPO, DR UK, participated in informal interviews and focus groups. N=28 organisations were classic campaign and service delivery, of which n=3 were intersectional. N=6 additional organisations participated in the study, of which n=1 was a hybrid disability organisation and n=1 was a consultancy organisation.

Following data collection n=10 DPOs agreed to form the steering group for the DPO capacity Building project.

## Qualitative Thematic Analysis Results

The inductive thematic analysis of informal interviews and focus groups external to DR UK generated n=17 themes and n=53 subordinate themes to the infrastructure of the DPO sector, the capacity-building needs of DPOs, and the state of relationships within the disability movement. These themes were summarised into n=4 overarching themes to provide clear guidance on the project's sight of action.

The themes related to infrastructure addressed the physical, organisational, and financial aspects of DPOs. Capacity-building themes focused on the skills and resources DPOs need to carry out their work effectively. The themes related to relationships within the disability movement explored the collaborations, challenges, and strengths of these relationships.

Overall, the thematic analysis results provide insight into the current state of the DPO sector and the challenges and opportunities facing organisations in this field.

## Overarching themes description

**The DPO Ecosystem** explores the overall relational environment in which DPOs operate, including issues of inclusion, intersectionality, competition and conflict, the desire for effective critique for an effective movement, relationships, and connectivity. It provides insight into the dynamics and relationships within the DPO sector, and the challenges and opportunities faced by organisations in this field.

**Survival in a Turbulent Climate** focuses on the challenges faced by DPOs in today's environment, including the turbulent times, the desire for a new model of DPO operations, and funding issues: reliance on the current system, knowledge of funding pathways, barriers and bias. It sheds light on the difficulties DPOs face in securing resources and maintaining their operations.

**Internal Capacity and Resources** explores the staffing, data, development, and resourcing needs of DPOs. It highlights the importance of having adequate resources, including personnel and data, to support the work of DPOs and the ongoing need for capacity-building resources within the sector.

**The Sector and its Barriers** focuses on the recognised value of the DPO sector, the desire for DR UK's role in barrier breakdown, uplifting policy, campaigning and the movement, and the overall desired role of DR UK. It provides insight into the external barriers faced by DPOs and the role that organisations like DR UK can play in supporting the sector and breaking down these barriers.



## Quantitative results and sector trends

By analysing the financial information available on the charity commission website, specifically total gross income and total expenditure from 2018 to 2022, three major trends can be identified:

### 1. The financial diversity within the sector

There is considerable variation in financial conditions within the sector. In 2018, the range of profit/over-expenditure that year was £315,000, with millions of pounds flowing through some organisations; smaller DPOs were dealing in the low thousands.

### 2. The financial diversity following Covid-19

The financial diversity in the sector has only increased from 2018 to 2022.

The only outlier in the positive trend over the last five years was 2020, likely explained by the national release of funding to counteract the immediate effects of the pandemic.

In 2022, the range of profit/ over-expenditure for the respective DPOs analysed stood at £543,780, a percentage increase of 73% in 2018.

### 3. Profit in the sector from 2018-2022

The annual average profit made by the DPOs in the data set has fluctuated dramatically in the last couple of years. The mean average of DPO profits between 2018 and 2020 only had a range of £5,139, increasing from 2018 to 2020 by 358%. This is in comparison to 2021, where the mean average profit skyrocketed to £53,093, a 48-53% increase in 2018, before dipping in 2022 to £30,705, a percentage decrease in 2021 of 42%.

Such findings are mirrored when looking at the median average of the DPOs' profit. They are likely explained by the release and restriction of national funding in response to the pandemic.





# Thematic Analysis table

The overarching themes, themes, and subordinate themes, along with examples and capacity-building output for each subordinate theme, are outlined in Table 1 below. For a text-based outline, please [click to skip to page 24: Thematic Analysis Text Outline](#).

Overarching theme	Theme	Subordinate Theme	Example	Expressed Capacity Building Output	N=x
The DPO Ecosystem	Connectivity	Fragmentation in the DPO sphere	Regionally limited connectivity and networking; lack of network for support; <i>"It's not just about delivering services; it's about amplifying the voice of Disabled people – we can only do this if we're together."</i>	<ol style="list-style-type: none"> <li>1. Sustainable mediums for connection, DPO identification and networking</li> <li>2. Peer advice, sharing resources and co-development.</li> <li>3. Means for lending expertise, mentoring and collaboration.</li> </ol>	N=11
		Fragmentation in the external stakeholder sphere	Fragmentation in the welfare/social care sphere; lack of representation & connection with external stakeholders.	Referral / Contact routes to external stakeholders:	N=3
		Limited connection in the wider Disabled community	Missing the broader engagement – particularly young people; desire to set up peer support network; don't have advanced means of connection e.g. social media.		N=2
		Need for network support	Equating capacity development of the organisation with connectivity, sharing and learning from other DPOs in the sector; identifying an internal apprehension, low confidence and imposter syndrome in governance that may be resolved with network support.	DPO Mapping; mentoring referrals; Marking and advertising of activity; live forums; Directories.	N=11
	Relationships	Relationships in the sector are highly valued	<i>"Relationships are everything."</i>	<ol style="list-style-type: none"> <li>1. Desire for a space to develop community.</li> <li>2. Desire for tools, models and programs on effectively forming partnerships.</li> </ol>	N=10
		Covid-19 provided a relational unifier	e.g. Our Voices was an effective model.	Need for the space to debate and propel the movement.	N=9

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Overarching theme	Theme	Subordinate Theme	Example	Expressed Capacity Building Output	N=x
The DPO Ecosystem	Competition and Conflict	Dispute in sector on how to propel the movement	Dispute between service delivery and campaigning as effective mediums for propelling the movement; who speaks for us; "the contest of who is the authentic true voice for the past 40 years".		N=6
		Competition among DPOs	Competition results in barriers to working together; barrier to this project; DPOs are our commercial competitors; funding protective.	Desire for means of sharing our information despite and/or considerate of competition.	N=4
		Marginalised representation in the DPO Space	Smaller DPOs underrepresented; Apprehension in own position as a legitimate organisation; northern DPOs underrepresented; "when making DPO relationships, am I going to be swamped by this large organisation; are we going to lose our independence?".		N=3
		Perceived value of the heterogeneity in DPO action strategy	Enables the movement to be self-critical; facilitates variation in oppressive targeting.		N=2
	Effective Critique for an effective movement	Opening mediums for effective self-critique	"How can we facilitate conversations better?" "How can we talk to people to update on experiential pot of learning creating a safe space to learn, get it wrong?"	Opening mediums for effective communication, critique and feedback, internal to the capacity building project and in the DPO sector.	N=3
		Promotion of a critical movement and project	"We need to be prepared for people to tell you you've got it all wrong."	Need for the space to effectivity debate and propel the movement.	N=1
	Inclusion	Mainstreamed definition of disability	Marginalisation and neglect of invisible disability, mental health and learning disability in the greater disability movement		N=3

## DPO Sector Analysis: Part 1. The DPO Sector Research Report

Overarching theme	Theme	Subordinate Theme	Example	Expressed Capacity Building Output	N=x
The DPO Ecosystem	Intersectionality, understood by intersectional DPOs	Intersectional DPOs marginalised from the DPO sphere	Barriers to discussing race, gender, and sexual orientation within DPO forums and critical discussions, which results in barriers to networking, connection, partnership projects and funding opportunities; lack of support from other DPOs; disputes in the sphere over who are disabled and who's voices matter; intersectional DPOs segregating themselves from the DPO sphere due to lack of inclusive practices and identifying as a non-DPO.	Mediums for enhancing the connectivity, relationships forming and networking of intersectional DPOs with the DPO sector.	N=5
		Intersectional needs service users uncatered for by DPOs, supporters and funders	In the absence of intersectional DPOs, service users do not receive practical advice or service that accounts for their holistic experience.	Capacity building strategies considerate of intersectionality.	N=3
		Intersectional strategy is perceived as capacity building	Actively integrating intersectionality into their strategic plan, hiring consultants for evaluations, and conducting a critical assessment of their inclusivity.	<ol style="list-style-type: none"> <li>1. Implementing intersectionality into the core of the DPO CB strategic plan.</li> <li>2. Implementing intersectionality into the core of DR UK's strategic plan.</li> </ol>	N=2
		Limited familiarity with the intersectional practice	Limited access to intersectional and inclusive terminology and models of Disability; Assumption that working in disability was sufficient to address the sectors perpetuation of marginalisation.	Accessible inclusivity and intersectionality training, models and tools.	N=10

Overarching theme	Theme	Subordinate Theme	Example	Expressed Capacity Building Output	N=x	
Survival in a Turbulent Climate	A Turbulent Climate	Firefighting: welfare rights and the cost-of-living crisis	Welfare benefits advice and campaigning are overwhelmed in the current climate; the challenge of taking on additional work to target the cost-of-living crisis; overall low capacity; some DPOs noted that they opposingly are advantaging the political changes to propel the movement and meeting all of their targets.	Means to increase capacity that is considerate of climate.  Target the challenge of keeping up to date with UK policy and welfare rights	N=12	
		Turbulent environment	DPOs pressured out of the funding and service delivery market.		N=3	
		Survival Pressures	DPOs are struggling to fund their existing premises due to the loss of Covid-19 emergency funds with the increase of service user needs; DPOs downsizing, particularly in the northwest; costs of running service delivery are increasing with inflation; some DPOs noted that they opposingly are meeting all of the targets.		N=5	
	A New Model of Working	Expressed interest in models of propelling the movement outside of the charity model	"We can't carry on as normal".		N=2	
		Expressed interest in new models funding and financial input	Interest in developing internal streams of revenue, acquiring medical/ integrated health funding opportunities, modifying their finance model.		N=5	
	Financial Pressures	Reliance on the Current System	Fear of adverse consequences of challenging funders;	Difficulties accessing horizontal funding; The challenge of maintaining independence; Loss of campaigning DPOs in the sector due to primary funding of service delivery.		N=8
		Knowledge of funding Pathways	Intimidation and challenge of writing larger bid; The challenge of organising joint tenders; Challenge of monitoring and evaluation; Some DPOs expressed a competency in applying for funding.	Resources to assist funding applications	N=5	

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Overarching theme	Theme	Subordinate Theme	Example	Expressed Capacity Building Output	N=x
Survival in a Turbulent Climate	Financial Pressures	Barriers and Bias	Privileging of larger charities and non-DPOs;	Break down barriers to funding the sector.	N=8
			Inaccessibility of funding bids;		
			Some DPOs expressed a long-standing and successful relationship with progressive funders.		
Internal Capacity and Resource	Staff	Staff shortages with simultaneous challenge of recruitment	Unable to fill posts; staff unavailable due to illness; <i>"so many vacancies that we cannot fill"</i> ; people are moving out of the sector because it's not competitive; progression is an issue with our organisations.	<ol style="list-style-type: none"> <li>1. Interest in new working models</li> <li>2. Promotion of a career pathway in the sector</li> </ol>	N=5
		Challenges of funding for roles	Roles, fundraising roles mainly, are hard to fund, despite their need.		N=8
		Loosing and struggling to attract a young workforce	Challenges of attracting young disabled people into the sector; young workers leaving for competitive and progressive roles in philanthropy.  Linked the mentoring of young disabled activists and professionals to the survival of the sector	<ol style="list-style-type: none"> <li>1. Mentoring, including and supporting young disabled activists and professionals.</li> <li>2. Advertising of the DPO sector to young, trained disabled people</li> </ol>	N=5
		Challenges of remote working	Difficult to lead and manage the organisation		N=1
		Limited pool of disabled recruits with professional skill training	Difficulty attracting disabled leadership and trustees with professionalised expertise or progressive styles; <i>"for example, we have to outsource a financial consultancy which is currently outside of our budget or expand our recruit pool to non-disabled people"</i> .		N=2
	Data	External push for rigorous evidence, where the absence of data limits our outreach	Data evidence is increasingly required to be taken seriously in the push for policy change, for giving advice, and to acquire funding.		N=10
		Rigorous data generation outside of the current capacity	Lack of time, staff and training; Some services require advanced data generation to evidence impact.	<ol style="list-style-type: none"> <li>1. Facilitate evidence generation.</li> <li>2. Training to evidence impact</li> </ol>	N=4
		Lack of data synthesis across DPOs	The perceived value of synthesising and sharing data across the sector for funding application and policy change.	<ol style="list-style-type: none"> <li>1. Generation of a digital databank and collection medium</li> <li>2. Advantaging existing online systems</li> </ol>	N=11

Overarching theme	Theme	Subordinate Theme	Example	Expressed Capacity Building Output	N=x
Internal Capacity and Resource	Development and Resourcing Needs	Tools and Training guides	Accessible advice and training; aware of the digital divide; provides practical advice; modifiable to individual access needs.		N=3
		DPO specific resources	Because DPOs are very complicated businesses, many existing development models aren't suited to the organisation.  Simultaneously, DPOs expressed the need to address the variation of capacity building needs within the sector.		N=3
		Written guides are inefficient alone	Tools and training on maintaining an organisation cannot target the barriers to our sector nor propel the disability movement.		N=2
		Advanced tools for benefits training	Stronger & heavily marketed updaters were valued; variety of mediums for welfare advice; a professionalized program for advice giving.		N=4
		Training and promotion of strategic action	Internal policy and strategy; reframing governance model with coproduction; strategy resources specifically for directors/CEOs.		N=3
		Limited relationship with accreditation	Imagined benefit but little idea how to conduct; some DPOs are accredited; perceived as a tick box; lack of knowledge of how to conduct.		N=3
	Capacity Building is Not New	History of capacity building in the sector	Formal and informal generation of capacity-building resources across the sector: webinars and training; templates; connection and mapping mediums; marketing models; relationship models.  DPOs expressed that the barriers in prior CB included: loss of funding; poor uptake; neglect of marketing and collaboration; neglected targeting of organisational behaviours.	Respect the value of existing capacity-building mediums and work collaboratively to facilitate collective action.	N=4
			Desire to share learnings across the sector	DPOs expressed their desire to coproduce the capacity building project by contributing their tools, templates, training, and resources; "we [ourselves] won't deliver anything if someone is better at it."	Ensure the sharing of learnings and resources is core to the DPO Capacity building project.

## DPO Sector Analysis: Part 1. The DPO Sector Research Report

Overarching theme	Theme	Subordinate Theme	Example	Expressed Capacity Building Output	N=x
<b>The Sector and its Barriers</b>	<b>Recognised Value of the Sector</b>	DPO sphere as an individual sector	Confliction among DPOs over its unique identity as a sector.	Advertising, marketing and identity-forming of the DPO sector, internally and externally.	N=2
		The DPO sector is undervalued.	Local authority contractors, infrastructure organisations and broader forums don't often understand the value of conversations/actions led by DPOs.		N=5
	<b>Barrier Breakdown</b>	Distinctive barriers compared to the voluntary sector	Funding processes biased towards large infrastructural organisations with poor awareness of disability, inaccessible funding applications.	Strategic targeting of funding organisations and local authorities to break down barriers in the funding process.	N=3
		Neglected value of disability movement led by disabled people	Bias towards London-based organisations and charities with well-known brands over organisations run by disabled people; lost recognition of the expertise of services run by disabled people.	Tools to maintain our competitive edge in the tendering processes must stand alongside a policy call to require funding distribution to DPOs.  Bringing DPOs into opportunities to lend expertise as consultants.	N=3
	<b>Uplifting Policy</b>	A policy window in the disability movement	"Our policy work and opportunities are thriving".	Advance the political environment to push the disability movement.	N=2
		Uplifting DPOs in conversations they don't have the capacity to speak on	Smaller DPOs without a policy department don't have the capacity to respond to the national issues and values in the current climate; require DR UK to do the campaigning that we don't have the capacity to do, and we can support it; "challenging for a DPO to critique political decisions, but having a national organisation with more capacity and a remit is beneficial to have someone to support them and take risky stances against the status quo."	Generate mediums to amplify DPOs' stances on political challenges that ensure DPOs' feedback and enhance their campaigning reach, e.g. template letters and tweet chains for DPOs to sign.	N=11
		Generating a movement	"When I joined this movement 30 years ago, it was loud and proud, it's quiet now"; uplifting the young disabled activists; "if there ever were a time to galvanise the energy and the anger of people, it would be now".		N=2
	<b>A desired role for DR UK</b>	Power sharing and distribution	[DR UK] have the mandate and influence over policymakers, government opening the doors for organisations, bringing DPOs into hotbeds of the movement.	An Internal investigation into DR UK's power and privilege; Strategy to distribute power across DPOs	N=3
		Collaborative work	Notable examples of collaborative action generating effective change for the disability movement.	Strategy specific to the collaboration with DPOs.	N=3

# Thematic Analysis Text Outline

## Overarching theme: The DPO Ecosystem

### Theme: 1. Connectivity

#### Subordinate Theme: 1a. Fragmentation in the DPO sphere

**Subordinate Theme Example:** 1a. Regionally limited connectivity and networking; lack of network for support; *“It’s not just about delivering services; it’s about amplifying the voice of Disabled people – we can only do this if we’re together.”*

#### Subordinate Theme Expressed Capacity Building Output:

1. Sustainable mediums for connection, DPO identification and networking,
2. Peer advice, sharing resources and co-development,
3. Means for lending expertise, mentoring and collaboration.

#### Subordinate Theme: 1b. Fragmentation in the external stakeholder sphere

**Subordinate Theme Example:** Fragmentation in the welfare/social care sphere; lack of representation & connection with external stakeholders.

**Subordinate Theme Expressed Capacity Building Output:** Referral / Contact routes to external stakeholders.

#### Subordinate Theme: 1c. Limited connection in the wider Disabled community

**Subordinate Theme Example:** Missing the broader engagement – particularly young people; desire to set up peer support network; don’t have advanced means of connection e.g. social media

**Subordinate Theme Expressed Capacity Building Output:** n.a.



### **Subordinate Theme:** 1d. Need for network support

**Subordinate Theme Example:** Equating capacity development of the organisation with connectivity, sharing and learning from other DPOs in the sector; identifying an internal apprehension, low confidence and imposter syndrome in governance that may be resolved with network support.

**Subordinate Theme Expressed Capacity Building Output:** DPO Mapping; mentoring referrals; Marking and advertising of activity; live forums; Directory.

## **Theme:** 2. Relationships

### **Subordinate Theme:** 2a. Relationships in the sector are highly valued

**Subordinate Theme Example:** *“Relationships are everything.”*

**Subordinate Theme Expressed Capacity Building Output:**

1. Desire for a space to develop community.
2. Desire for tools, models and programs on effectively forming partnerships.

### **Subordinate Theme:** 2b. Covid provided a relational unifier

**Subordinate Theme Example:** e.g. Our Voices was an effective model.

**Subordinate Theme Expressed Capacity Building Output:** Need for the space to debate and propel the movement!

## **Theme:** 3. Competition and Conflict

### **Subordinate Theme:** 3a. Dispute in sector on how to propel the movement

**Subordinate Theme Example:** Dispute between service delivery and campaigning as effective mediums for propelling the movement; who speaks for us; *“the contest of who is the authentic true voice for the past 40 years”*.

**Subordinate Theme Expressed Capacity Building Output:** n.a.

### **Subordinate Theme:** 3b. Competition among DPOs

**Subordinate Theme Example:** Results in barrier to working together; barrier to this project; DPOs are our commercial competitors funding protective.

**Subordinate Theme Expressed Capacity Building Output:** Desire for means of sharing our information despite and/or considerate of competition.

### **Subordinate Theme:** 3c. Marginalised representation in the DPO Space

**Subordinate Theme Example:** Smaller DPOs underrepresented; northern DPOs underrepresented; Apprehension in own position as a legitimate organisation; *“when making DPO relationships, am I going to be swamped by this large organisation; are we going to lose our independence?”*.

**Subordinate Theme Expressed Capacity Building Output:** n.a.

### **Subordinate Theme:** 3d. the perceived value of the heterogeneity in DPO action strategy

**Subordinate Theme Example:** Enables the movement to be self-critical; facilitates variation in oppressive targeting.

**Subordinate Theme Expressed Capacity Building Output:** n.a.

## **Theme:** 4. Effective Critique for an effective movement

### **Subordinate Theme:** 4a. Opening mediums for effective self-critique

**Subordinate Theme Example:** *“How can we facilitate conversations better?” “How can we talk to people to update on experiential pot of learning creating a safe space to learn, get it wrong?”*.

**Subordinate Theme Expressed Capacity Building Output:** Opening mediums for effective communication, critique and feedback, internal to the capacity building project and in the DPO sector.

### **Subordinate Theme:** 4b. Promotion of a critical movement and project

**Subordinate Theme Example:** *“We need to be prepared for people to tell you you’ve got it all wrong.”*

**Subordinate Theme Expressed Capacity Building Output:** Need for the space to effectivity debate and propel the movement.

## **Theme:** 5. Inclusion

### **Subordinate Theme:** Mainstreamed definition of disability

**Subordinate Theme Example:** Marginalisation and neglect of invisible disability, mental health and learning disability in the greater disability movement

**Subordinate Theme Expressed Capacity Building Output:** n.a.

## Theme: 6. Intersectionality – Understood by intersectional DPOs

**Subordinate Theme:** 6a. Intersectional DPOs marginalised from the DPO sphere

**Subordinate Theme Example:** Barriers to discussing race, gender, and sexual orientation within DPO forums and critical discussions, which results in barriers to networking, connection, partnership projects and funding opportunities; lack of support from other DPOs; disputes in the sphere over who are disabled and who's voices matter; intersectional DPOs segregating themselves from the DPO sphere due to lack of inclusive practices and identifying as a non-DPO.

**Subordinate Theme Expressed Capacity Building Output:** Mediums for enhancing the connectivity, relationships forming and networking of intersectional DPOs with the DPO sector.

**Subordinate Theme:** 6b. Intersectional needs service users uncatered for by DPOs, supporters and funders

**Subordinate Theme Example:** In the absence of intersectional DPOs, service users need to receive practical advice or service that accounts for their holistic experience.

**Subordinate Theme Expressed Capacity Building Output:** Capacity building strategies considerate of intersectionality.

**Subordinate Theme:** 6c. Intersectional strategy is perceived as capacity building

**Subordinate Theme Example:** Actively integrating intersectionality into their strategic plan, hiring consultants for evaluations, and conducting a critical assessment of their inclusivity.

**Subordinate Theme Expressed Capacity Building Output:**

1. Implementing intersectionality into the core of the DPO CB strategic plan.
2. Implementing intersectionality into the core of DR UK's strategic plan.

**Subordinate Theme:** 6d. Limited familiarity with the intersectional practice

**Subordinate Theme Example:** Limited access to intersectional and inclusive terminology and models of Disability; Assumptions that working in disability was sufficient to address the sectors perpetuation of marginalisation; Assumptions that working in disability was sufficient to address the sectors perpetuation of marginalisation.

**Subordinate Theme Expressed Capacity Building Output:** Accessible inclusivity and intersectionality training, models and tools.

## Overarching theme: Survival in a Turbulent Climate

### Theme: 1. A Turbulent Climate

#### Subordinate Theme: 1a. Firefighting: welfare rights and the cost-of-living crisis

**Subordinate Theme Example:** 1a. Welfare benefits advice and campaigning are overwhelmed in the current climate; the challenge of taking on additional work to target the cost-of-living crisis; overall low capacity; some DPOs noted that they opposingly are advantaging the political changes to propel the movement and meeting all of their targets.

**Subordinate Theme Expressed Capacity Building Output:** 1a.

1. Means to increase capacity that is considerate of climate,
2. Target the challenge of keeping up to date with UK policy and welfare rights.

#### Subordinate Theme: 1b. Turbulent environment

**Subordinate Theme Example:** 1b. DPOs pressured out of the funding and service delivery market.

**Subordinate Theme Expressed Capacity Building Output:** 1b. n.a.

#### Subordinate Theme: 1c. Survival pressures

**Subordinate Theme Example:** 1c. DPOs are struggling to fund their existing premises due to the loss of Covid emergency funds with the increase of service user needs; DPOs downsizing, particularly in the northwest; costs of running service delivery are increasing with inflation; some DPOs noted that they opposingly are meeting all of the targets.

**Subordinate Theme Expressed Capacity Building Output:** 1c. n.a.

### Theme: 2. A New Model of Working

#### Subordinate Theme: 2a. Expressed interest in models of propelling the movement outside of the charity model

**Subordinate Theme Example:** 2a. *"We can't carry on as normal".*

**Subordinate Theme Expressed Capacity Building Output:** 2a. n.a.

### **Subordinate Theme:** 2b. Expressed interest in new models funding and financial input

**Subordinate Theme Example:** 2b. Interest in developing internal streams of revenue, acquiring medical/ integrated health funding opportunities, modifying their finance model.

**Subordinate Theme Expressed Capacity Building Output:** 2b, n.a.

## **Theme:** 3. Financial Pressures

### **Subordinate Theme:** 3a. Reliance on the Current System

**Subordinate Theme Example:** 3a-i. Fear of adverse consequences of challenging funders.

**Subordinate Theme Example:** 3a-ii. Difficulties accessing horizontal funding.

**Subordinate Theme Example:** 3a-iii. The challenge of maintaining independence.

**Subordinate Theme Example:** 3a-iiii. Loss of campaigning DPOs in the sector due to primary funding of service delivery.

**Subordinate Theme Expressed Capacity Building Output:** n.a.

### **Subordinate Theme:** 3b. Knowledge of funding Pathways

**Subordinate Theme Example:** 3b-i. Intimidation and challenge of writing larger bid.

**Subordinate Theme Example:** 3b-ii. The challenge of organising joint tenders.

**Subordinate Theme Example:** 3b-iii. Challenge of monitoring and evaluation.

**Subordinate Theme Example:** 3b-iiii. Some DPOs expressed a competency in applying for funding.

**Subordinate Theme Expressed Capacity Building Output:** 3b. Resources to assist funding applications.

### **Subordinate Theme:** 3c. Barriers and Bias

**Subordinate Theme Example:** 3c-i. Privileging of larger charities and non-DPOs.

**Subordinate Theme Example:** 3c-ii. Inaccessibility of funding bids.

**Subordinate Theme Example:** 3c-iii. Some DPOs expressed a long-standing and successful relationship with progressive funders.

**Subordinate Theme Expressed Capacity Building Output:** 3c. Break down barriers to funding the sector.

# Overarching theme: Internal Capacity and Resource

## Theme: 1. Staff

### Subordinate Theme: 1a. Staff shortages with simultaneous challenge of recruitment

**Subordinate Theme Example:** 1a. Unable to fill posts; staff unavailable due to illness; “so many vacancies that we cannot fill”; people are moving out of the sector because it’s not competitive; progression is an issue with our organisations

**Subordinate Theme Expressed Capacity Building Output:** 1a.

1. Interest in new working models,
2. Promotion of a career pathway in the sector.

### Subordinate Theme: 1b. Challenges of funding for roles

**Subordinate Theme Example:** 1b. Roles, fundraising roles mainly, are hard to fund, despite their need.

**Subordinate Theme Expressed Capacity Building Output:** n.a.

### Subordinate Theme: 1c. Loosing and struggling to attract a young workforce

**Subordinate Theme Example:** 1c. Challenges of attracting young disabled people into the sector; young workers leaving for competitive and progressive roles in philanthropy.

Linked the mentoring of young disabled activists and professionals to the survival of the sector.

**Subordinate Theme Expressed Capacity Building Output:** 1c.

1. Mentoring, including and supporting young disabled activists and professionals,
2. Advertising of the DPO sector to young, trained disabled people.

### Subordinate Theme: 1d. Challenges of remote working

**Subordinate Theme Example:** 1d. Difficult to lead and manage the organisation.

**Subordinate Theme Expressed Capacity Building Output:** n.a.

**Subordinate Theme:** Limited pool of disabled recruits with professional skill training

**Subordinate Theme Example:** Difficulty attracting disabled leadership and trustees with professionalised expertise or progressive styles; *“for example, we have to outsource a financial consultancy which is currently outside of our budget or expand our recruit pool to non-disabled people”.*

**Subordinate Theme Expressed Capacity Building Output:** n.a.

## Theme: 2. Data

**Subordinate Theme:** 2a. External push for rigorous evidence, where the absence of data limits our outreach

**Subordinate Theme Example:** 2a. Data evidence is increasingly required to be taken seriously in the push for policy change, for giving advice, and to acquire funding.

**Subordinate Theme Expressed Capacity Building Output:** n.a.

**Subordinate Theme:** 2b. Rigorous data generation outside of the current capacity

**Subordinate Theme Example:** 2b. Lack of time, staff and training; Some services require advanced data generation to evidence impact

**Subordinate Theme Expressed Capacity Building Output:** 2b.

1. Facilitate evidence generation,
2. Training to evidence impact.

**Subordinate Theme:** 2c. Lack of data synthesis across DPOs

**Subordinate Theme Example:** 2c. The perceived value of synthesising and sharing data across the sector for funding application and policy change

**Subordinate Theme Expressed Capacity Building Output:** 2c.

1. Generation of a digital databank and collection medium,
2. Advantaging existing online systems.

## Theme: 3. Development and resourcing needs

### Subordinate Theme: 3a. Tools and Training guides

**Subordinate Theme Example:** 3a. Accessible advice and training; aware of the digital divide; provides practical advice; modifiable to individual access needs.

**Subordinate Theme Expressed Capacity Building Output:** n.a.

### Subordinate Theme: 3b. DPO specific resources

**Subordinate Theme Example:** 3b. Because DPOs are very complicated businesses, many existing development models aren't suited to the organisation.

Simultaneously, DPOs expressed the need to address the variation of capacity building needs within the sector.

**Subordinate Theme Expressed Capacity Building Output:** 3b. n.a.

### Subordinate Theme: 3c. Written guides are inefficient alone

**Subordinate Theme Example:** 3c. Tools and training on maintaining an organisation cannot target the barriers to our sector nor propel the disability movement.

**Subordinate Theme Expressed Capacity Building Output:** n.a.

### Subordinate Theme: 3d. Advanced tools for benefits training

**Subordinate Theme Example:** 3d. Stronger and heavily marketed updaters were valued; variety of mediums for welfare advice; a professionalised program for advice giving.

**Subordinate Theme Expressed Capacity Building Output:** n.a.

### Subordinate Theme: 3e. Training and promotion of strategic action

**Subordinate Theme Example:** 3e. Internal policy and strategy; reframing governance model with coproduction; strategy resources specifically for directors/CEOs.

**Subordinate Theme Expressed Capacity Building Output:** n.a.

### Subordinate Theme: 3f. Limited relationship with accreditation

**Subordinate Theme Example:** 3f. Imagined benefit but little idea how to conduct; some DPOs are accredited; perceived as a tick box; lack of knowledge of how to conduct.

**Subordinate Theme Expressed Capacity Building Output:** n.a.



## Theme: 4. Capacity Building is Not New

### Subordinate Theme: 4a. History of capacity building in the sector

**Subordinate Theme Example:** 4a. Formal and informal generation of capacity-building resources across the sector: webinars and training; templates; connection and mapping mediums; marketing models; relationship models.

DPOs expressed that the barriers in prior CB included: loss of funding; poor uptake; neglect of marketing and collaboration; neglected targeting of organisational behaviours.

**Subordinate Theme Expressed Capacity Building Output:** 4a. Respect the value of existing capacity-building mediums and work collaboratively to facilitate collective action.

### Subordinate Theme: 4b. Desire to share learnings across the sector.

**Subordinate Theme Example:** DPOs expressed their desire to coproduce the capacity building project by contributing their tools, templates, training and resources; *“we [ourselves] won’t deliver anything if someone is better at it”.*

**Subordinate Theme Expressed Capacity Building Output:** Ensure the sharing of learnings and resources is core to the DPO Capacity building project.



# Overarching theme: The Sector and its Barriers

## Theme: 1. Recognised Value of the Sector

### Subordinate Theme: 1a. DPO sphere as an individual sector

**Subordinate Theme Example:** 1a. Confliction among DPOs over its unique identity as a sector.

**Subordinate Theme Expressed Capacity Building Output:** 1a and 1b. Advertising, marketing and identity-forming of the DPO sector, internally and externally.

### Subordinate Theme: 1b. The DPO sector is undervalued

**Subordinate Theme Example:** Local authority contractors, infrastructure organisations and broader forums don't often understand the value of conversations/actions led by DPOs.

**Subordinate Theme Expressed Capacity Building Output:** 1a and 1b. Advertising, marketing and identity-forming of the DPO sector, internally and externally.

## Theme: 2. Barrier Breakdown

### Subordinate Theme: 2a. Distinctive barriers compared to the voluntary sector

**Subordinate Theme Example:** 2a. Funding processes biased towards large infrastructural organisations with poor awareness of disability, inaccessible funding applications.

**Subordinate Theme Expressed Capacity Building Output:** 2a. Strategic targeting of funding organisations and local authorities to break down barriers in the funding process.

### Subordinate Theme: 2b. Neglected value of disability movement led by disabled people

**Subordinate Theme Example:** 2b. Bias towards London-based organisations and charities with well-known brands over organisations run by disabled people; lost recognition of the expertise of services run by disabled people.

**Subordinate Theme Expressed Capacity Building Output:** 2b.

1. Tools to maintain our competitive edge in the tendering processes must stand alongside a policy call to require funding distribution to DPOs.
2. Bringing DPOs into opportunities to lend expertise as consultants.

## Theme: 3. Uplifting Policy

**Subordinate Theme:** 3a. A policy window in the disability movement

**Subordinate Theme Example:** 3a. *“Our policy work and opportunities are thriving”.*

**Subordinate Theme Expressed Capacity Building Output:** 3a. Advance the political environment to push the disability movement.

**Subordinate Theme:** 3b. Uplifting DPOs in conversations they don’t have the capacity to speak on

**Subordinate Theme Example:** 3b. Smaller DPOs without a policy department don’t have the capacity to respond to the national issues and values in the current climate; require DR UK to do the campaigning that we don’t have the capacity to do, and we can support it; *“challenging for a DPO to critique political decisions, but having a national organisation with more capacity and a remit is beneficial to have someone to support them and take risky stances against the status quo”.*

**Subordinate Theme Expressed Capacity Building Output:** 3b. Generate mediums to amplify DPOs’ stances on political challenges that ensure DPOs’ feedback and enhance their campaigning reach, e.g. template letters and tweet chains for DPOs to sign.

**Subordinate Theme:** 3c. Generating a movement

**Subordinate Theme Example:** 3c. *“When I joined this movement 30 years ago, it was loud and proud, its quiet now”; uplifting the young disabled activists; “if there ever were a time to galvanise the energy and the anger of people, it would be now”.*

**Subordinate Theme Expressed Capacity Building Output:** n.a.

## Theme: 4. A desired role for Disability Rights UK (DR UK)

### Subordinate Theme: 4a. Power sharing and distribution

**Subordinate Theme Example:** 4a. [DR UK] have the mandate and influence over policymakers, government opening the doors for organisations, bringing DPOs into hotbeds of the movement.

**Subordinate Theme Expressed Capacity Building Output:** 4a. An Internal investigation into DR UK's power and privilege; Strategy to distribute power across DPOs.

### Subordinate Theme: 4b. Collaborative work

**Subordinate Theme Example:** 4b. Notable examples of collaborative action generating effective change for the disability movement.

**Subordinate Theme Expressed Capacity Building Output:** 4b. Strategy specific to the collaboration with DPOs.



# Glossary

1. **Accreditation:** Evaluating and certifying that an organisation or individual meets certain standards or qualifications.
2. **Cohorts:** Participant groups.
3. **Consultancy:** Providing professional advice or expertise to individuals or organisations for a defined fee.
4. **Coproduction:** A process of involving service users or community members in the design and delivery of services or programs.
5. **Cost-of-living crisis:** A situation where the cost of basic necessities, such as housing and food, has risen to a level where many individuals, organisations or families struggle to afford them.
6. **Data analysis:** Reviewing information gathered from interviews and think cafes to create conclusions.
7. **Data synthesis:** The process of combining and analysing multiple data sources from multiple organisations or researchers to share collective conclusions.
8. **Digital divide:** The gap between individuals or communities who have access to digital technologies and those who do not.
9. **Directory:** A listing or database of organisations or services.
10. **DPO sector:** The collective of disabled people-led organisations and advocacy groups.
11. **DPO Support Hub:** The digital resource support platform for disabled people-led organisations hosted on the Disability Rights UK website.
12. **DPO:** An organisation run by and for disabled people.
13. **Duplication:** When multiple organisations or programs provide similar services or resources without coordination or collaboration.
14. **Evidence-based campaigns:** Advocacy or awareness campaigns based on research or data.
15. **Focus groups:** A process of gathering our own information personally in casual think cafes/groups of participants all talking together at the same meeting.
16. **Forum:** A platform or space for discussion and exchange of ideas, either, written or in person.
17. **Funding tenders and bids:** Applications submitted to organisations or institutions to request funding for a specific project or program.

18. **Governance:** The rules and structures that guide and regulate an organisation or institution.
19. **Horizontal Funding:** A type of funding where resources or funds are distributed across various activities, projects or programs that are on the same level or have a similar focus. In other words, if you imagine a horizontal line representing the different stages of a project (such as research, development, and implementation), horizontal funding will involve allocating resources equally across all the projects operating at each of these stages. Horizontal funding aims to achieve a broader impact by supporting multiple initiatives in a particular sector.
20. **Imposter syndrome:** A psychological pattern where individuals doubt their own achievements and feel like a fraud or imposter in their work.
21. **Inductive thematic analysis:** A qualitative research method used to identify patterns or themes in data without predetermined models.
22. **Informal interviews:** A process of Gathering our own information personally in casual meetings and catch-ups.
23. **Intersectional DPO:** A disability-led organisation that, is run by and addresses the intersectional experiences of disabled people who also belong to other marginalised groups.
24. **Intersectionality:** A concept that recognises that individuals can experience multiple forms of discrimination and oppression simultaneously and that these different aspects of a person's identity interact in complex ways.
25. **Iterative:** A term used in scientific research which refers to a method's flexibility. In iterative research, the method continues in cycles and is continually refined or tweaked in response to the success or error of its work.
26. **Local authority:** A government body responsible for providing public services and administering local government within a specific geographic area.
27. **Macro barriers:** Systemic or structural barriers that prevent or limit access to resources or opportunities for marginalised groups.
28. **Marginalisation:** The process of pushing individuals or groups to the margins or periphery of society, often resulting in exclusion or disadvantage.
29. **Mixed method:** Assessing qualitative and quantitative data.
30. **Opportunity sampling:** Finds people from the target population available at the time and willing to take part. It is based on convenience. An opportunity sample is obtained by asking members of the population of interest if they would participate in your research.
31. **Overarching themes:** Broad themes that encompass multiple themes.
32. **Participants:** Whom we are talking to/ gathering information from / People participating in a research study.

33. **Policy window:** An opportunity or favourable political climate for a policy change to occur.
34. **Primary Data Collection of Qualitative Data via Focus Groups, Informal Interviews and Shadowing:** A process of gathering information personally in casual meetings, think cafes and spending the day with the organisation to observe their work and needs.
35. **Qualitative:** Information that appears in written, visual or audio form.
36. **Quantitative:** Information that appears in numerical form, or in the form of statistics.
37. **Regulatory partnership frameworks:** Collaborative frameworks between organisations and government bodies to regulate and oversee a particular industry or sector and how to form effective partnerships in that sector.
38. **Secondary Data analysis:** Using existing research data to find the answer to a question different from the original work.
39. **Shadowing sessions:** spending time with the organisation or a forum meeting to observe their work and needs.
40. **Snowball Sampling:** Snowball sampling or chain-referral sampling is where existing participants provide referrals to recruit participants required for a research study. In this research, DPOs and members of DR UK will make recommendations of other DPOs, and Disabled people who they think will be suitable to recruit for the research.
41. **Subordinate themes:** More specific observations that fall under themes.
42. **Thematic analysis model:** The results of a thematic analysis, laying out the collection of overarching themes, themes and subordinate themes into a model.
43. **Thematic analysis:** A method that involves reading through a notes or transcripts from in interviews or think cafes and finding patterns in meaning across the data; patterns create 'themes'.
44. **Themes:** Common or recurring ideas, concepts, or topics that emerge from data.
45. **Vertical funding:** This refers to a funding model where resources are allocated in a more targeted way, with a focus on supporting specific projects or initiatives at different stages of development. In other words, if you imagine a vertical line representing the different stages of a project, vertical funding would involve allocating resources more heavily to projects at certain stages, such as research or implementation, based on their specific needs and potential for impact. This approach aims to promote a more focused and effective use of resources but may not support as wide a range of initiatives.
46. **Welfare rights:** Legal entitlements to social welfare benefits or support.

# References

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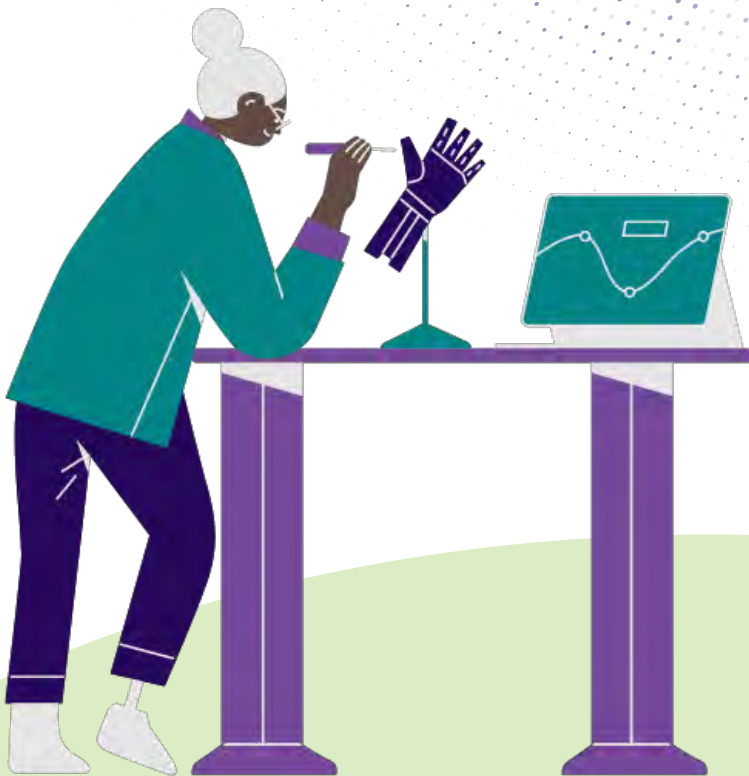


# Disability Rights UK

## DPO Capacity Building Project

**Disability Rights UK** is the UK's leading organisation led by, run by, and working for Disabled people.

We work with Disabled People's Organisations and Governments across the UK to influence regional and national change for better rights, benefits, quality of life and economic opportunities for Disabled people.



Plexal 14 East Bay Lane  
Queen Elizabeth Olympic Park  
London E20 3BS

Disability Rights UK is a company limited by guarantee,  
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