Accessible Information and Communication Technologies
Benefits to Business and Society

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We live and do business in a marketplace that is increasingly global, digital and competitive. At Barclays, we believe that our commitment to diversity and inclusion, backed up by a philosophy of accessibility, is not just a social and legal responsibility, but will be fundamental to the performance and competitiveness of our business in years to come.

Making our philosophy a reality requires adjustments across the bank. Those adjustments include the provisioning of accessible and usable technologies as a top priority. By understanding and catering for people’s diverse technological needs, we strive to ensure that everyone is able to work and do business with us.

We believe, from our own experience, that those organisations that signal their commitment to diversity and inclusion, particularly through technology, are reaping increasing commercial benefits. They recognise that investing in accessible and usable technology products and services, workplace environments and facilities opens up new markets, increases productivity and liberates talent, and enables the provision of innovative accessible technologies based on an understanding of individuals’ technological aspirations.

Two years ago, Barclays joined forces with a number of leading organisations to form the Business Taskforce on Accessible Technology (BTAT). Together with the OneVoice for Accessible ICT Coalition, our objective is to ensure both the UK economy and society can receive the maximum benefits from information and communication technologies (ICTs). The taskforce aims to achieve this by setting the standard in business and defining ICT accessibility best practice.

I firmly believe that any business that recognises provisioning accessible and usable technologies as an essential ingredient for innovation, agility and growth, and is serious about gaining commercial benefits, should use this report. It demonstrates clearly the benefit to be had from actions organisations have undertaken towards ICT accessibility; provides an understanding of people’s differing ICT needs and aspirations; and offers pragmatic advice and guidance on how to put in place a relevant strategy.

I hope you find it as valuable as I do.”
Information and communication technologies (ICTs) underpin everything we do as an economy and are fast becoming essential for consumers and citizens in a modern society. These technologies have transformed how business operates, how people manage their purchasing and finances, find and carry out jobs, access public services and participate in communities, and how they experience learning, culture, leisure, social networking and entertainment.

Digital Britain’s strategic vision is to ensure the UK is one of the most competitive, highly skilled and technologically advanced economies in the world. However, for the country to reap the maximum benefits from the changes that digital technologies bring, we need to put people at the centre of our digital thinking. Digital participation must receive the same investment as digital infrastructures and digital content – Digital Britain must go hand in hand with digital inclusion.

Digital inclusion demands that everyone has the potential to be engaged with the economy and society. ICT products, services, environments and facilities must be accessible and usable if this aim is to be realised. Organisations that provision accessible and usable ICTs, in good times and bad, not only contribute to meeting this aim but also gain many commercial benefits, as revealed in this report.

Executives from some of the UK’s principal employers, procurers and producers of ICTs present their business rationale for investment in accessible ICTs, supported by case studies that highlight pragmatic, replicable actions undertaken. Representatives from the ICT industry itself, business, government, the third sector and academia denote the latest thinking on accessible ICT. Moreover, they provide practical advice and guidance for producing an ICT accessibility strategy.

Together with the work and research of the OneVoice for Accessible ICT Coalition, this report is a significant contribution to the success of the government’s Digital Britain programme and Delivering Digital Inclusion Action Plan, raising awareness of digital inclusion within government, industry and beyond.

I do hope you join us in our work to increase the country’s business competitiveness and to improve the lives of consumers and citizens.”
THE BUSINESS CASE FOR INVESTING IN ACCESSIBLE ICTS

The unremitting pace of technological development has made a profound impact on business, government and society. It is evident that in today’s fast moving corporate world, information and communication technologies (ICTs) are fundamental to the operation and growth of any organisation.

Gaining business advantage in an increasingly competitive digital and global marketplace means primarily ensuring that you do not:

- cut yourself off from consumers by making your ICT products or services hard to access or use
- make it difficult to attract, retain or get the best performance from employees as they cannot access or use ICTs essential to their work.

Moreover, with corporate scrutiny increasing from the government, stakeholders, regulators and the media, it makes business sense to avoid bad press or, worst of all, discrimination cases about provisioning inaccessible and unusable ICTs. Conversely, business can benefit hugely from press and user interactions as to success stories.

Ensuring investment in ICTs delivers accessible and usable products, services, workplace environments and facilities for all is crucial to your success.

A WIDE RANGE OF VIEWS

This unique report reflects the experiences of representatives from the ICT industry, business, government, the third sector and academia.

Executives from some of the UK’s principal employers, procurers and producers of ICTs present their business rationale for commitment to diversity and inclusion and the commercial benefits they have reaped through investing in accessible ICTs.

Some 311 UK organisations from all types of business also contributed to a recent nationwide online survey on ICT accessibility, providing further understanding of current corporate thinking.

BAE Systems, British Airways, Citizens Advice Bureau, KPMG, Sainsbury’s, Smile Internet Bank, UnumProvident and Virgin Atlantic explain why they invest in accessible ICTs.

Case studies from the BBC, the British Museum, BT, Business Link, the Department for Environment, Food and Rural Affairs (Defra), the Department for Work and Pensions (DWP), HM Revenue & Customs (HMRC), Lloyds TSB and Visual Position provide further insight.

The case studies demonstrate how, by investing in accessible and usable ICTs, the organisations attain six key business goals:

1. Reach new markets
2. Maximise employee engagement and productivity
3. Provision high quality products and services
4. Improve supply chain management
5. Build partner and community relations
6. Minimise risk of legal action

In achieving these goals, each organisation reveals how the investment contributes to critical success factors relating to customers, employees and internal processes, thus improving performance.

Crucially they illustrate how the investment increases the bottom line. And further how providing accessible ICTs contributes to a social responsibility agenda to benefit society as a whole.

PROVISIONING ACCESSIBLE ICTS

The international standard ISO 9241-171:2008 defines accessibility as:

“usability of a product, service, environment or facility by people with the widest range of capabilities.”

Providing ICT products, services, workplace environments and facilities that are accessible and usable, without any need for modification, for all users – the ultimate goal of “design for all” or “inclusive design” – requires organisations to take account of:
individuals of different age, language, physical and mental ability, or level of literacy

individuals with different hardware such as desktop/laptop computers, telecommunications equipment, handheld devices or those on a different network infrastructure

the software these individuals use such as public and company internal websites, office systems, applications software or web-based communications, services and tools.

However, to increase chances of successfully providing accessible and usable ICTs many organisations also take advantage of two further strands of “design for all”:

- incorporating adaptive user interfaces
- using specialised user interaction devices including assistive hardware such as specialist keyboards and ergonomic mice, and assistive software such as screen readers, screen magnifiers and voice recognition software.

“Design for all” or “inclusive design” need to be key elements in any business strategy for ICT accessibility if the business is to reach a full understanding of people’s diverse ICT needs.

WHAT YOU CAN DO NOW

The message that “providing accessible and usable ICTs to all is fundamental to an organisation’s core business objectives” must come from the top of the organisation. And it must be communicated to all employees, suppliers and partners.

We recommend that you appoint a senior executive as an “ICT Accessibility Champion” to ensure you have an up-to-date action plan and regular reports to the board on progress.

We also propose two ways to position ICT accessibility within your organisation.

- Align your business objectives with the relevant activities and success factors summarised in Appendix A1 and assess the actions taken in our case studies to meet them.

Assess your business using the overview of the ICT Accessibility Maturity Model (AMM) in Section 2.4, developed by the Business Taskforce on Accessible Technology (BTAT) as a standard for best practice. The AMM provides an ICT accessibility roadmap for the organisation, with techniques and resources for the journey.

CONTRIBUTING TO THE WIDER AGENDA

This report was commissioned by the OneVoice for Accessible ICT Coalition, which incorporates BTAT. The coalition’s central goal is to develop a shared agenda for change in accessible and usable ICTs.

For business and society to receive the maximum benefits from ICTs, organisations in all sectors using, procuring and producing ICTs – as well as ICT accessibility specialists – must become engaged in ensuring ICT is accessible and usable for all.

You can get involved in the following ways.

- We are developing an ICT accessibility portal at www.onevoiceict.org which outlines our framework and activities, promotes shared knowledge and experience, and provides advice and guidance on ICT accessibility best practice. We encourage all to visit this portal.

- The strategic performance framework we use aims to incorporate most critical success factors (CSFs) that matter to an organisation. There is a need to quantify measurement of CSFs through key performance indicators (KPIs). We are seeking organisations from all sectors for this work, again in association with academia.

We encourage the many Chief Executives reading this report to become engaged in our work.

USING THE REPORT

The report is designed in a modular format so it can be easily used as a reference tool. For those that prefer, Appendix A1 provides an overview of Section 1 from a perspective of activities, success factors and case studies, so you can quickly visit the areas that interest you.
Attaining Key Business Goals

1.1 Reaching New Markets

**FACT**

Internet sales are affecting high street shopping. In 2008, three out of five internet users compared prices online before making a purchase, most often by means of price comparison websites.

**Europa**

**MOVING INTO NEW MARKETS**

**The best performers invest in new markets in good times or bad**

A number of studies show organisations that invest in new markets when the economy is down are among the most profitable. The International Journal of Research in Marketing (2005) report, following the 2000 to 2001 recession, demonstrated that the best performers actually increased spending in these areas, not just relative to their competitors but also compared to their own spending in better economic times.

**COMMERCIAL GAIN FROM PROVIDING BETTER ACCESS**

The spending power of new customer groups

With emergent global markets, changing demography and growing use of handheld devices, neglecting to consider all potential customers’ needs in designing products and services could prove a serious commercial error.

- There are about 20 million people in the UK over the age of 50 states the Employers’ Forum on Age. By 2031, this number is expected to rise to 27 million. It is reported the over 50s now control around 80% of the UK’s personal wealth, and account for 40% of consumer spending.
- eTForecasts estimates 58 million handheld devices were sold worldwide in 2008. Furthermore, with an increase of 25% some 7.3 million people in the UK accessed the internet via their mobile phones during the second and third quarters of 2008, according to Nielsen Online. This is compared to a growth of just 3% for the PC based internet audience.
- The Employers’ Forum on Disability states that there are about 11 million people with disabilities in the UK. 78% acquire their impairment aged 16 or older and all are covered by the UK Disability Discrimination Act (DDA). People with disabilities have an estimated annual spending power of £80 billion a year.

**CASE STUDY – A PRICE COMPARISON WEBSITE**

**VISUAL POSITION LTD (VP)**

Visual Position’s online marketing expertise has been employed by many UK companies including Virgin Money, Welcome Finance and FirstPlus. Its www.pricebyprice.com website provides deals and financial savings on “modern day life essentials” such as insurance, credit cards, mobile phones and loans. VP set out to redevelop its website in order to reach audiences that other less accessible comparison websites could not reach.
Taking action

- VP worked with the following partners for expertise as to specific customer groups being able to access the website:
  - AbilityNet – for customers with varying impairments due to age, health condition, disability or situation
  - Mando Group – for design/development of accessible websites to include customers with different hardware or software such as PCs, Apple Macs or handheld devices, with different browsers
  - Sight and Sound Technology – for customers using JAWS screen reader software
  - Texthelp Systems – for customers using BrowseAloud text-to-speech software
  - WIRED – for customers with varying needs due to disability
  - Wirral Society of the Blind and Partially Sighted – for all visually impaired customers.
- Over an 18-month period VP redeveloped the website from the ground up, with five key VP employees and six from Mando Group.
- The development team used the W3C’s web content accessibility guidelines (WCAG), seeking the highest AAA (triple-A) compliance.
- The website was audited for accessibility and usability using everyday scenarios for each of the new customer groups.

Visual Position’s success factors

Customers

- increase “findability” – the website is inherently higher in natural search engine rankings due to the accessibility techniques used
- improve satisfaction – in a BBC radio and TV review, the website came out ahead of competitor websites in usability ratings
- raise brand awareness – a market leading website following the BBC radio and TV review, promoting the website as:
  - “easier to access and use than confused.com, simplyswitch.com, compareandgo.co.uk, moneysupermarket.com and uswitch.com”
- grow reputation – credibility from our social responsibility stance.

Internal Processes

- pursue new customers – a clear practice for reaching new users, using expert partners and working to high international standards.

Financial

- increase revenue – new channels to market/higher website traffic
- reduce costs – lower website maintenance and server load costs, plus the website is future proofed for new technologies
- avoid legal fees/damage – conforming to UK accessibility legislation.

FACT

Over 55s or “Silver Surfers” are at the cusp of being the largest group in the UK online.

Hitwise

We have evidence that online shoppers with Sainsbury’s also shop instore. If the online experience is inaccessible or disappointing, shoppers are very likely to move to a competitor – as will the instore spend.”

Hamish Elvidge, Director, Sainsbury’s

FACT

The internet is the fastest growing retail channel. In 2008, 51% of retailers in the EU27 made sales via e-commerce and 57% of individuals in the UK ordered products or services online.
1.1 Reaching New Markets

**DIGITAL BRITAIN – ENABLING DIGITAL PARTICIPATION**

**Reaching more people, faster and cheaper**

The government’s Digital Britain proposals, outlined in its 2009 report, promise a massive investment in digital infrastructure and digital content, providing the framework for digital participation:

- universal access to broadband by 2012 at a minimum speed of 2 Mb/s
- developing “next generation networks” (which transport all information and services such as voice, data, and media) for mobile and broadband
- enhancing the digital delivery of public services
- improving public service broadcasting.

**THE EUROPEAN UNION’S DIGITAL INCLUSION INITIATIVE**

**Aligning with the e–inclusion policy**

The European Union’s (EU’s) digital inclusion (or e–inclusion) policy promotes the use of ICTs to overcome social exclusion and to improve economic performance, employment opportunities, quality of life, social participation and cohesion. E–inclusion is in the third pillar of i2010 – the EU policy framework for the information society and media. i2010 sets out that e–inclusion must ensure that mainstream ICT products and services are accessible and usable by as many people as possible.

**CASE STUDY – A GOVERNMENT PUBLIC WEBSITE**

**HM REVENUE & CUSTOMS (HMRC)**

The HMRC website is the largest of any UK government department, providing more than 125,000 pages and over 200 different online services, tools and calculators. HMRC set out to provide a high quality and efficient online public service that all customers could access, use and understand.

**Taking action**

HMRC put in place both a proactive and long-term strategy for new and existing content respectively, and a strict web accessibility policy.

- Developed in conjunction with the HMRC Disabled Customer Consultation Group, HMRC’s web accessibility policy sets out that all content should meet the requirements of the DDA and adhere to the W3C’s web content accessibility guidelines (WCAG) AA, in line with accessibility regulations for UK government websites.
For all new services, applications and significant enhancements, rigorous accessibility processes are in place:
- a kit of accessible components, developed by HMRC, is used for each new transactional service, to ensure consistency
- specialist in-house content writers ensure new web content is accessible, clearly presented and easy to understand and follow.
- Formal accessibility testing for new and existing content involves:
  - regular testing by HMRC online services, external users with varying impairments and independent expert testers
  - use of Sitemorse software to test against WCAG AA, with an accessible alternative provided if AA development is not feasible.
- Existing content is undergoing a major long-term review as part of HMRC’s web convergence programme:
  - accessibility improvements are identified and implemented on a priority basis, balancing factors such as level of usage, adherence to AA and, most importantly, feedback from users
  - content is rewritten to make it easier to read, page layouts are redesigned to aid navigation and search functions are improved.

**HMRC’s success factors**

**Customers**
- **build a reputation of an exemplar public body** – engaging and consulting all our customers as to the way we do things, and building trust that we are a responsible organisation
- **improve quality of service** – the same quality of service for anyone who needs (or prefers) to customise their computing devices, use assistive technologies (ATs), or requires clear, easy to follow content
- **increase speed of service** – all customers can now self serve through channels open 24 hours a day, seven days a week.

**Internal Processes**
- **promote and deliver products and services through online channels** – a strict website practice incorporating international and in-house accessibility standards, and regular user consultancy.

**Financial**
- **reduce costs** – web transactions cost approximately £0.27 each, compared with £3.22 for the phone and £6.56 for face to face
- **improve cash flow** – easier for customers to pay the tax and duty they owe and receive the credits and payments due to them
- **reduce costs** – a decrease in demand for alternative format materials e.g. printed materials in large print/embossed Braille as the website user is able to enlarge the font or use a screen reader
- **avoid legal action/fees** – complying with UK government legislation.

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**FACT**

Accessing public services is the fourth most common reason for the public to go online in the UK.

*Office of National Statistics*

“As an internet only banking service, accessibility is just something we have to do. Providing an accessible and usable online service means that we have an open gateway to as many potential customers as possible.”

*Katherine Stubbs, Compliance Advisor, Smile Internet Bank*

**FACT**

Encouraging jobseekers, pensioners and benefit claimants to fill in forms and look up information online has saved the UK government almost £9 million a year.

*PA News*
Attaining Key Business Goals

1.2 Maximising Employee Engagement and Productivity

FACT

62% of all employees would be more productive with greater use of existing ICT accessibility features.
Microsoft/Forrester

Our people are crucially important to our reputation and success – they are our ambassadors and our public face, while on business and out of hours too. At BT we take a proactive approach to inclusion in terms of attraction and retention, where individuals’ specialist needs are anticipated and accommodated effortlessly. Each of our people brings skills, ability, energy and a unique perspective to BT.”

Amer Herian,
Project Manager,
BT Accessibility Practice

FLEXIBLE WORKING BRINGS NEW TECHNOLOGIES

Being productive no longer means being in one place

Most employers now recognise that it makes good business sense to provide flexible working opportunities for their employees; for instance, flexible working patterns or teleworking. The internet and technologies such as voice over internet protocol (VoIP) or video conferencing have an increasing role in changing the employee’s working environment. Ensuring these technologies are accessible and usable to all is crucial to success.

STEPPING AWAY FROM “ONE SIZE FITS ALL” ICT

A new standardisation approach to minimising ICT costs

Employers are adapting the “one size fits all” approach to ICT in order to manage individuals more flexibly. Providing the same desktop environment and applications for every employee will only minimise costs if employees with specific ICT needs are able to be productive. The new approach accommodates these needs in line with standard ICT procurement, enabling all employees to use all desktop environments and applications with their preferred profile settings and any assistive technologies (ATs).

CASE STUDY – A NEW ICT STANDARDISATION APPROACH

BT

BT employs around 112,000 people in 61 countries, including around 91,000 in the UK. It is typical of many large employers, with employees using numerous systems and where economies of scale mean emphasis is on delivering standard ICT items. BT set out to ensure that all employees can access and use these systems efficiently through modernisation of the desktop environment.

Taking action

BT introduced key services in 2009, with more planned for 2010.
- An internal service, also available to major BT clients, to provide:
  - a standard catalogue of assistive technologies (ATs), including desktop and telephony items, with agreed delivery times
  - an incident service enabling users to get up and running again as quickly as possible should their accessibility solution fail
  - support services, including onsite demonstrations, installation and training of ATs
  - an advice line for desktop and telephony items in the catalogue.
A single point of contact providing advice on wider aspects of accessibility for both individuals and project teams; such as creating preferred user profile settings; and determining the accessibility of an internal application, with regards to both relevant standards and its interoperability with assistive technologies.

An intranet website containing the latest information in relation to accessibility, with links to useful sources both in BT and externally.

A discussion forum to encourage the sharing of accessibility knowledge and best practice on ICT accessibility.

**BT’s success factors**

**Employees**
- **build a reputation as an employer that values difference in the workforce** – providing accessible ICTs contributes to BT’s award-winning programmes “Able to Work” and “Enable Retention”
- **attract and recruit the best and brightest in their field** – from assurance that any ICT needs can be accommodated
- **retain skills and experience** – employees feel valued knowing BT will accommodate their different working styles as their needs change according to age, disability (including temporary and development of impairment) and work location
- **increase productivity and motivation** – no enforced downtime due to employees not being able to use their ICTs, enabling them to work to their full potential
- **have a diverse workforce that reflects the community we serve** – through creating an inclusive culture, treating people fairly and responsibly and respecting people as individuals.

**Business Customers**
- **add value** – able to receive the same benefits of BT’s new service
- **reduce cost of products and services** – cost savings are passed on.

**Internal Processes**
- **improve service levels** – able to make ICT adjustments quickly with portfolio ATs being quicker to arrive and with confidence that they are interoperable with BT systems
- **improve service support** – through additional channels of an accessibility expert, intranet website and discussion forum.

**Financial**
- **reduce costs** – non-portfolio ICT was more expensive and support time by the supplier was one third of the standard portfolio
- **avoid risk of legal action** – by the DDA from disgruntled employees with impairments unable to access or use their ICTs.

With a vision of a truly inclusive KPMG, our dedicated team of diversity and inclusion practitioners work with the leadership and the business to continually develop and enhance our ICT accessibility approach. We strive for a diverse and inclusive workplace to: ensure talented individuals are treated with respect and have choice in their working patterns and development; recruit and retain the most talented people; provide the best service to our clients; work more closely with our communities; and to make a positive difference to our business.”

Neil Eustice, IT Services Manager, KPMG
Attaining Key Business Goals

1.2 Maximising Employee Engagement and Productivity

FACT

91% of “Millennials” or “Generation Y” – those born between 1980 and 2000 – say being able to work with “newer, innovative technologies” in the workplace would make them much more likely to consider a potential job opportunity.

Microsoft

AN INCLUSIVE WORKPLACE MEANS MOTIVATED EMPLOYEES

Positive links between an inclusive workplace and productivity

- A number of studies such as Stonewall’s “Business Case for Equality”, in association with IBM, provide evidence that employees almost universally report a positive link between an inclusive workplace climate and their own productivity and motivation.
- Employers’ Forum on Age states that the benefits of a mixed-age workforce are now widely recognised. There is clear evidence that both employee turnover and absenteeism are reduced and that motivation and commitment are improved when employing people of all ages.
- Similar claims are made for the estimated 3.4 million (one in eight) employees in the UK who have a disability. The Labour Force Survey states 23.9% of these are in management or professional positions.

We know that our success as a business depends on being sensitive to the needs of customers and employees from diverse groups. We want to create an inclusive environment where all employees can contribute to our success regardless of their gender, race, disability, age, sexual orientation or religion.”

Graeme Whippy, IT Accessibility Senior Manager, Lloyds TSB

CASE STUDY – VOIP PHONE ROLL OUT FOR EMPLOYEES

LLOYDS TSB

Lloyds TSB is one of the UK’s largest financial services companies. It employs around 70,000 people and has more than 16 million personal customers. Its “Voice & Data Initiative” (V&DI) was launched to provide a new internal telephone system – “IPT” – based on voice over internet protocol (VoIP). The V&DI team was proactive in identifying that an employee’s ability to use the new phones efficiently may be compromised without taking into account differing capabilities and hence providing adjustments to the technology.

Taking action

- Overall guidance was provided by the in-house accessibility team.
- The V&DI team identified users with specific ICT needs when gathering requirements for IPT, such as call forwarding/hunt groups. Line managers were asked to inform Group HR of these individuals, who referred them as an “IPT set” to the occupational service partner used to conduct individual workplace assessments.
- One dedicated professional from the occupational service partner identified three new phone requirements for users of IPT:
  - a superior screen for users with impaired vision
  - software to operate it via a linked PC, with screen reading and voice recognition, for users who are blind, dyslexic or with RSI
  - training for users who are blind.
- The Royal National Institute for Deaf People (RNID) and the Royal National Institute of Blind People (RNIB) were consulted.
The V&DI team worked with the occupational service partner, IBM – the network implementer and Cisco – IPT’s supplier, to make the three reasonable adjustments identified.

- IBM replaced the standard 7940/1 handset with the Cisco 7970 model which has a backlit, colour screen on which the characters are easier to read.
- Cisco introduced their partner Tenacity which produces the accessaphone™ assistive software that runs on a Windows PC. A synthesised voice announces incoming calls on the PC, screened information on the phone is shown on the PC screen and screen reading software converts this to audible output. The phone can be operated by simple keyboard commands, or voice commands via voice recognition software.
- A specialist IPT training company delivered training to employees who are blind on how to use the handset via a combination of feel and memorised sequences of button operations.

### Lloyds TSB’s success factors

#### Employees
- **enhance reputation of a great place to work** – widespread positive feedback on the benefits and ease of use of the new phone system
- **retain talent** – employees feel valued knowing that should an impairment appear or worsen it will be catered for
- **improve performance** – an increase in motivation and productivity from deploying new systems of a high standard to all.

#### Customers
- **improve quality of service** – through high employee performance.

#### Internal Processes
- **ensure commitment to diversity is driven from the top** – a group executive committee authorises the bank’s diversity strategy
- **develop innovation** – Lloyds TSB was the first UK financial services company to deploy Tenacity’s accessaphone™
- **improve efficiency** – with less time resolving ICT problems
- **prepare and test new approaches with partners** – sharing expertise to develop, deploy and promote clear inclusive practice
- **increase productivity** – no downtime from users moving to new technology systems with solutions and support already in place.

#### Financial
- **avoid financial loss/damage** – from action brought under the DDA
- **cut costs** – at £5,800 to recruit and train an office clerk, the cost of the workplace adjustments range between £30 and £600.

### “Baby Boomers” or the “Generation X” in Great Britain – those born between 1946 and 1965 – no longer follow a traditional pattern of working until state pension age and then retiring full time. A survey of 1,770 people aged 50-69 found that 58% of those in their 50s and 60s who are currently working want to continue to work beyond retirement and that one in 10 don’t want to retire at all.

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### Fact

“Heyday

A diverse workforce has tangible business benefits for HMRC and our customers. We want a workforce that reflects the community we serve. It helps us understand our customers’ needs better and provide better services.”

**Steve Lamey,**
Commissioner & Director General, HMRC
Attaining Key Business Goals

1.3 Provisioning High Quality Products and Services

**FACT**

Ofcom’s Advisory Committee on Older and Disabled People (ACOD) recently found a need for senior level company leadership to champion the requirements of older and disabled people and to promote inclusive design.

Ofcom ACOD

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**ADOPTING THE CUSTOMER MINDSET**

Consumers seeking quality products and services

In saturated marketplaces, as increasing numbers of companies fight for a limited market share, quality of products and services can be a company’s only real differentiator, says the Chartered Institute of Marketing. It maintains that organisations must develop a customer’s mindset in order to fully identify customers’ needs; it is adaptable, innovative organisations that will maintain market share, achieve growth, sustain profits and fight off competitors.

**PRODUCTS AND SERVICES WITH BRITISH STANDARDS**

Leading organisations following “inclusive design” standards

The British Standards Institution (BSI) defines inclusive design as the “design of mainstream products and services that are accessible to, and usable by, as many people as reasonably possible on a global basis, in a wide variety of situations and to the greatest extent possible, without the need for special adaption or specialised design.” BS 7000-6:2005 “Guide to managing inclusive design” provides a comprehensive framework, drafted by representatives from all parts of society including the RNID, RNIB, The Design Council, Tesco Stores, Royal College of Art and design management experts.

**CASE STUDY – PRODUCING A PIONEERING TELEPHONE**

**BT**

BT is one of the world’s leading providers of communication solutions and has been helping people overcome barriers to communication for over 80 years. BT’s vision is to help customers thrive through getting the most from modern communications. It believes improved communications help create a better, more sustainable world for all.

With a new phone – the cordless BT Freestyle 750 – in production, the company took its lead from BS 7000-6 and made use of the inclusive design toolkit, developed by experts in the field.

**Taking action**

In line with inclusive design methodology the project began with research and evaluation, including a review of products on the market from specialist and mainstream companies.
BT’s inclusive communications specialists provided expert advice and feedback from trial users of the previous model – the Freestyle 650 – revealing areas for improvement. Video interviews with people aged over 50 also produced many more useful insights.

The research and ongoing consultation revealed that the new BT Freestyle 750 had to make it easy for the user to:
- dial – through means of large, well-spaced comfortable keys
- read – with large, high contrast characters (on/off screen)
- hear the caller – with a comfortable earpiece, compatibility for a digital hearing aid, easy volume adjustment and a speakerphone
- hear the ring – by a lower frequency ringer and larger call light
- understand – with no icons or abbreviations, single functionality keys and an intelligent function hierarchy
- answer and end calls – by large, separate send and end call keys
- see who is calling – by way of a two-line dot matrix display.

During the development stage the product was trialled by 180 individuals (all over the age of 50 and some with various impairments) for six weeks.

**BT’s success factors**

**Customers**
- **satisfy needs** – the product received five-star customer feedback on retailers’ websites
- **increase brand recognition and strength** – positive media response:
  - Radio 4 – “the most accessible phone ... on the market”
  - Which? – “best buy and exceptional value”
  - The Sunday Mirror – 10/10 in a cordless phone product review
  - The Daily Mail – “a top 10 healthy present”.

**Internal Processes**
- **identify customers’ needs** – inclusive design principles in the production lifecycle proves BT takes customers’ needs seriously
- **develop innovation and skills** – in-house inclusive design specialists
- **produce high quality products** – taking lead from British Standards and best practice
- **sustain high quality products** – regular research and evaluation.

**Financial**
- **improve return on investment (ROI)** – over the same period for the previous model sales increased by 20%, despite marginally higher manufacturing costs
- **increase profit** – repeat business and minimised returns through customer trust, confidence and satisfaction in the product
- **win stakeholder business** – inclusive design is a key differentiator.

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**FACT**

Tesco Stores found inclusive design a significant contributor to providing for all customers regardless of age or requirements.

Alan Topalian, Co-ordinator of the BSI drafting committee

Inclusive design needs to be a key element in an inclusive business strategy. Organisations that adopt a proactive approach based on a better understanding of consumer needs and aspirations stand to benefit from: higher quality products, services and facilities; increased sales, customer satisfaction and loyalty; stronger brand values and enhanced brand recognition; and greater profitability.”
Attaining Key Business Goals

1.3 Provisioning High Quality Products and Services

FACT

63% of UK companies have a customer support website; 47% automatically request customer feedback.

Forrester

INNOVATION AND DESIGN EXCELLENCE

Accessible cutting-edge products and services

There is a huge growth in technologies such as AJAX, Flex and Silverlight for rapid creation of online software for both browsers and desktops – “Rich Internet Applications” or “Web 2.0”. Web 2.0 offers an engaging user experience with user-generated content – often via the “widgetisation” approach adopted by Facebook and iGoogle. Organisations with accessible solutions with these technologies are standing out from the crowd.

ACCESSIBLE ICT ACTIVITIES REAPING ACCOLADES

Organisations seeking and receiving awards and consumer praise

An increasing number of organisations are receiving and seeking awards and recognition for their accessible ICT activities. For websites, the W3C offers logos for conformance, the RNIB awards the “See it Right” logo for those audited according to the RNIB’s accessibility criteria and to earn the AbilityNet accreditation websites undergo a full technical audit with rigorous user testing from users with differing impairments.

CASE STUDY – A CUTTING-EDGE PUBLIC WEBSITE

BBC

The BBC is the largest broadcaster in the world. Its mission is to enrich people’s lives with programmes that inform, educate and entertain. Making the BBC Online homepage a creative and dynamic “widgetised” page presented a challenge – to ensure that the use of new technologies such as AJAX to make the page customisable still included all users, knowing accessibility techniques and assistive technologies (ATs) often lag behind the latest technology advances.

Taking action

The BBC took a “user centred design” (UCD) approach to the design and development, in conjunction with BBC accessibility standards.

- The accessibility team worked across all design, editorial and technical aspects with a design team and developers, aiming to ensure a usable, not just a technically accessible experience.
- The team ensured font sizes and use of colour met standards and that links were not too spaced out (for screen magnifier users) and not too close together or too small (for users with cognitive/motor impairments). Customisable display options were also developed.

The web promises an ideal of universal access, a place where everyone is truly equal. Therefore the usefulness of the web and BBC Online depends on its accessibility. We strive to create online services that are accessible to all, regardless of age or ability; making it easy for every person to reach our content, and once there, to determine for themselves the value they derive from us.”

Jonathan Hassell, Head of Audience Experience & Usability, BBC
Alongside standard user testing, there was investment in regular testing by users with visual, cognitive and motor impairments.

To cater for a screen reader user’s unique experience of dynamic web content, testing was split two ways: testing by a blind screen reader expert from AbilityNet to gauge the technical accessibility of the page against popular screen readers; and general testing by a range of blind users to assess the usability of the page.

User testing highlighted the need to make the semantic mark up of the page a priority, ensuring that each panel of the homepage design could be treated and navigated consistently by all users.

After experimentation with the JAWS screen reader and JavaScript, the developers found a solution that worked both visually and ensured first users of JAWS, and then users of other screen readers, could successfully use the customised content areas.

BBC’s success factors

Customers
- **advance reach** – always ensuring access to the public service for all
- **add value** – all users get a better user experience
- **improve satisfaction** – given well established feedback mechanisms there was no negative feedback from users with impairments (a rarity for a new website launch)
- **improve reputation** – great feedback from the web community:
  - “to see such a highly trafficked and well respected site with an accessible home page shows everyone it can be done”
  - “awesome ... the Beeb website has included display options so users can choose from a wide range of viewing formats”

Internal Processes
- **develop innovation and skills** – making customisable web pages usable and accessible by all, with an expert accessibility team
- **improve service provision and delivery** – with solutions captured as practice guidelines for other customisable developments
- **advance research** – surveying UK disabled communities to gain a better understanding of the assistive technologies being used.

Financial
- **reduce costs** – involving the accessibility team with prior experience of the broad range of users’ needs throughout was crucial in keeping down cost of the number of user tests
- **increase cost efficiency** – experience and guidelines ensure well targeted future test and development costs on these technologies
- **improve ROI** – the approach added benefit that content was more accessible and usable across a wide array of networks and devices.

We were delighted to be the first UK corporation to receive the RNIB ‘See it Right’ accreditation. We hope it will become an acknowledged standard and that the logo will increase awareness of ICT access issues faced by people with impairments, and encourage others to follow our lead. Ideally, independent user testing should be a part of all website accessibility audits.”

Joanne Hindle, Corporate Services Director, UnumProvident

FACT

In measuring time to complete typical tasks, accessible websites are easier and quicker to use by a factor of 35%.

City University London
SUPPLIER COLLABORATION

Improving supply chain management whilst cutting costs

A report by the Management Consultancies Association (MCA) promotes three primary action areas for a profitable business: collaborating with key suppliers to improve product and service availability and reduce cost; reducing the complexity of supply chains; and ensuring that all processes are “agile” and can be adapted to meet rapid changes in demand. Working with IT suppliers to streamline assistive technologies with standard ICT procurement will contribute to these goals.

CASE STUDY – A GOVERNMENT IT SUPPLIER CONTRACT

DEPARTMENT FOR WORK AND PENSIONS (DWP)

DWP has more than 100,000 employees and uses a wide range of business systems. Following the introduction of a new contract with its IT supplier EDS, now Hewlett-Packard Enterprise Systems (HPES), DWP identified that further action was required to ensure that employees using assistive technologies (ATs) were fully catered for. The aim was to improve availability and create an efficient, managed and responsive service.

Taking action

- A contract addendum with HPES set out service improvements:
  - a standard, well publicised, route for employees to obtain any ATs listed in the supplier catalogue
  - a single point of contact at HPES for advice and guidance
  - new HPES drop-in services – assessments and demonstrations
  - new AT equipment provided within five days of ordering
  - faulty assistive hardware equipment replaced within two business days and assistive software incidents resolved within eight hours (in line with other desktop incidents)
  - ATs refreshed every three years, and regular software upgrades
  - supplier performance management/monitoring of the service.
- The new service and how to register was publicised to employees and managers using a wide range of communications – individual emails, a manager’s guide and FAQs, a brief for senior managers to cascade, news items on the DWP intranet and new guidance to frontline IT support employees.
- HPES issued guidance to its helpdesk agents and service delivery managers to support the new service and delivery timescales.
- Central funding was provided to cover the cost of the new service.

DWP has 6,143 registered users of ICT related assistive technologies, 5,437 hardware users and 706 software users. The ever-growing number of employees benefiting from using this equipment with their desktop or laptop PC is just one success of an improved contract with the department’s IT supplier HPES – with an accessibility service now in place.”

Julie Knowles, Accessibility Solutions Team, DWP
DWP’s AT hardware includes specialist keyboards, ergonomic mice and CCTV document readers. Assistive softwares include a screen reader (JAWS) and screen magnifiers (ZoomText and SuperNova) for people who are blind or with low vision, and speech recognition software (Dragon) for those with motor impairments or dyslexia.

DWP’s success factors

**Employees**
- **build a reputation as a lead government department** – being at the forefront of ICT accessibility best practice
- **be an exemplar employer** – employees feel valued in that they will receive the same level of service in the provision of ICT equipment and incident management should an AT need arise
- **increase diversity of the workforce** – with the assurance that responsive ICT accessibility services will cater for differing needs
- **satisfy needs** – user registration shows the ever-growing number of employees benefiting and their current accessibility needs.

**Internal Processes**
- **ensure commitment to diversity is driven from the top** – equality action plans for the department and all directorates are publicly available on the website and reviewed annually
- **increase service availability** – additional “booster” publicity ensures the service is consistently well publicised
- **increase service speed** – now in line with standard ICTs, with short turnaround times for updating the catalogue with new equipment
- **improve service levels** – the regular hardware and software refresh (including sourcing of replacements for any items that are no longer available) ensures current and reliable ATs in the catalogue
- **improve service monitoring** – performance is monitored by regular meetings/management information updates from HPES.

**Financial**
- **improve ROI** – a reduction in downtime, as previously employees could wait up to 28 days for their AT to be delivered or fixed, not being able to use an alternative PC
- **change to centralised funding for each business for ATs** – proved a major factor in users registering, as prior to this equipment had been funded on an ad-hoc basis out of local office budgets
- **increase cost efficiency** – HPES now receive a monthly fee for AT users’ equipment as per standard IT users’ equipment, previously ATs needed to be purchased and maintained at extra cost
- **avoid legal fees/reputational damage** – complying with the DDA and the Public Sector Disability Equality Duty (DED).

“Procurement of ICT that does not support reasonable adjustment – to ensure any specific needs of the user can be catered for – will be no defence in court or at a tribunal, and importantly may well involve you in making expensive alternative adjustments. Remember ‘retro-fitting’ accessibility is a lot more costly, so incorporate it from the beginning and make it a cornerstone of your ICT purchasing criteria.”

David Banes, Development Director, AbilityNet

FACT

Building in website accessibility from the start costs around 2% of the average budget.

Clearleft Consultancy
1.4 Improving Supply Chain Management

FACT

There were over 60,000 downloads of the free “Guide to good practice in commissioning accessible websites” from the Disability Rights Commission’s website.

Out-law.com

SUPPLIERS WITH STANDARDS

Commercial gain from complying with ICT accessibility regulations

Conforming to the upcoming EU procurement directive (mandate 376) on incorporating accessibility in public procurements for ICTs will give suppliers access to the £160 billion a year public sector procurement market. The widespread Publically Available Specification (PAS) 78:2006 “Guide to good practice in commissioning accessible websites” will soon be superseded by British Standard (BS) 8878. BS 8878 expands PAS 78 with current, pragmatic ICT accessibility best practice such as legal concerns for user-generated content and example procurement statement text.

CASE STUDY – PROCURING RADIO AND TV TECHNOLOGY

BBC

The BBC’s accessibility policy was recently applied to the “Project England” initiative, which oversees the technologies used in local radio and TV stations across English regions. Its objective was to ensure that with the roll out of new digital technologies all employees could carry out their roles on equal terms with no ICT barriers. To support the policy the BBC provide assistive technologies (ATs) for users with specific ICT needs – the JAWS screen reader, ZoomText magnifier and Dragon speech recognition software.

Taking action

An accessibility team assessed each of the radio and TV technologies at procurement stage, working with suppliers to resolve any issues.

- Radioman – the play-out system used in local radio
  - Potential issues with any ATs were identified and prioritised into “must haves”, “nice to haves” and “not likely to be possible”, based on its relevance to the business, user consultation, and the ability of the manufacturer Utel to provide the adjustments. Utel’s commercial partner IBM managed these.
  - Tailoring of the ATs to link them with Radioman was carried out by a third party company (Blazie).

- Calrec – the studio digital broadcast desk technology
  - With Calrec there was no operating system to load ATs and only a touch-screen option for operation.
  - The team visited Calrec and discussed the issues. Calrec was keen to work with the BBC and developed many pre-recorded .wav (audio) files that could be triggered by a plug-in keyboard, hence used to set up and operate the studio desk.

Claire Jennings, Head of Access Technology Strategy, BBC
Quantel – the editing and play-out system for local TV

Quantel was found to be incompatible with ATs due to the way information is written to the screen and the mechanisms used for controlling mouse movement.

Quantel was invited to a workshop where JAWS, ZoomText and Dragon were demonstrated on regular applications such as Microsoft Word. Issues that the ATs had on Quantel’s platform were then demonstrated, the technical reasons for incompatibility explained and potential solutions suggested. Quantel was anxious to help and rewrote the platform to work with the ATs.

Phone Box – the digital telephone system used by presenters and producers accepting calls from the public

The team visited Phone Box’s factory and worked with them to develop specific keyboard commands to operate the phone system via a QWERTY keyboard. Information was relayed via .wav (audio) files programmed into the system to alert the operator to the phone ringing, a call dropping etc.

Specific modules for using the radio and TV technologies with ATs were included with standard user training.

As production chains expand, companies of all sizes and sectors are devoting more efforts to managing supply chain risks and building long-term supplier relationships ... If useful, a company can provide training to its suppliers ... Such support is an integral element of knowledge transfer that comes with sourcing.”

International Chamber of Commerce

FACT

With recognition of poor effectiveness from overseas sourcing, many organisations now find other supplier attributes such as high standards, flexibility, consultancy, visits/audits, customer-specific training, speed and innovativeness give them a greater competitive edge.

Chartered Quality Institute
Attaining Key Business Goals

1.5 Building Partner and Community Relations

FACT

The BBC promotes the idea of “practical partnerships” – sharing their expertise with rival broadcasters, in areas like digital production. The BBC believes partnering is a great opportunity to leverage advantage in support of the whole industry.

STRATEGIC ALLIANCES

Access to additional markets, technologies, people and capital

Strategic alliances enable business to gain competitive advantage through access to a partner’s resources. Increasingly, organisations are sharing the risks and rewards in a programme or project co-owned and operated by two or more partners. Having access to a partner’s resources provides markets, technologies, people with specialist knowledge and experience, and capital, enabling organisations to grow more quickly and efficiently, save time and boost productivity.

PARTNERING WITH THE PUBLIC SECTOR

A collaborative approach to shared business objectives

The Office of Government Commerce (OGC) outlines the main benefits of a good partnering arrangement with the public sector:

- for the customer organisation – proactive risk allocation, technical innovation, flexibility and improved value for money
- for the IT service provider – more involvement in management decisions, greater freedom to suggest innovative solutions, and better insight into the customer’s business (as well as commercial gain).

OGC highlights key traits of effective partnering as openness, prompt communication, agility, collaborative performance management, embedded learning, and above all commitment to making the partnership work.

CASE STUDY – A DESKTOP REFRESH PROGRAMME

DEFRA

The Department for Environment, Food and Rural Affairs (Defra) has more than 3,000 employees. As part of the department’s major “RenewIT” change programme, “IT Desktop Refresh” set out to revise ways of working to be more efficient and responsive. A key part of this was to work with strategic partners with a focus on employees with specific ICT needs.

Taking action

Led by the Chief Information Officer (CIO) a number of teams across Defra, including Human Resources and Legal Directorates, worked closely with strategic partners AbilityNet, Microsoft and IBM to provide innovative solutions with assistive technologies (ATs).

Michelle King, Head of Stakeholder Engagement, Defra
Expert consultation was delivered by AbilityNet to more than 50 employees in the core department, which focused on AT solutions for individuals with varying ICT needs due to age, health condition, disability or situation.

Defra policy stated a no-quibble guarantee to deploy all hardware, software and carry out any training recommended by AbilityNet.

Microsoft provided expert guidance on compatibility of the AT recommendations with Windows Vista.

IBM procured and deployed, as required, a diverse range of new AT hardwares and softwares:
- Braille keyboards and JAWS screen readers for employees who are blind
- Large monitor screens for those with poor eyesight
- Arm rests and specialist mice for employees with repetitive strain injuries (RSIs)
- Touch screens and light pointers for mobility impaired users
- Software such as MindManager to help those with dyslexia.

All employees receiving the new ‘IT desktop kit’ were provided with familiarisation training on the new features. Extended training was made available to employees with ATs by Sight and Sound.

Roll out in the core Defra is complete and is nearing completion for Defra’s Agencies and Non Departmental Public Bodies.

**Defra’s success factors**

**Employees**
- **build a reputation as a lead government department** – receiving recognition as one of the few at the forefront of delivering class leading solutions with assistive technologies
- **be an employer of choice** – creating internal networks such as “DisNet” for employees with specific ICT needs has received great feedback, enabling attraction and retention of the best talent
- **improve efficiency** – catering for specific ICT needs ensures all can work on an equal footing comfortably and productively.

**Internal Processes**
- **promote equal opportunities** – via a dedicated “Equality, Diversity and Wellbeing” team
- **prepare and test new approaches with partners** – delivering market leader and “best of breed” accessible ICT solutions.

**Financial**
- **improve ROI** – employee capabilities are optimised from the ability to fully exploit new functionality and flexible working opportunities
- **avoid legal proceedings** – meeting DDA and equality legislation.

“By having a diverse range of business partnerships worldwide, companies are better equipped to navigate the global marketplace. We will see more partnerships formed between big and small companies. Big companies still have money to spend, especially on innovation, and it’s the little companies that are the expert innovators, shaking things up and getting things done. Organisations creating diverse global business partnerships will shine and outperform those that don’t make these critical alliances.”

Laurel Delaney, Global Business Expert, founder of GlobeTrade.com
FACT

A multilingual website translated into just a few of the major world languages potentially offers a 400% increase in sales.

Kwintessential

ENGAGING THE COMMUNITY

Society benefits from good private, public and third sector relations

Getting involved in business and community engagement programmes enhances relationships with private, public and third sector organisations. In turn, organisations can contribute to society with ICT products and services which can advance digital inclusion, increase social interaction, improve age-related difficulties and promote technologies that have the potential to address social issues. Online access to jobs, education, culture, leisure interests, social networking and entertainment are all changing the business context.

CASE STUDY – A WEBSITE FOR THE GLOBAL COMMUNITY

THE BRITISH MUSEUM

The British Museum’s collection of more than seven million objects is among the largest and most comprehensive in the world. The objects originate from all continents and illustrate and document the story of human history and culture. The British Museum set out to ensure its website could offer an engaging cultural, educational, social and entertaining experience to the widest possible audience.

Taking action

The British Museum’s website team focus in depth on the needs of specific audiences, including those of different language, age and with varying impairments.

- In order to engage the global community, website content for visitors is translated into German, Spanish, French, Italian, Russian, Chinese, Japanese and Korean.
- The younger generation’s learning preferences of entertainment, excitement and experience are taken into account in producing extra-value content. The team develop innovative educational and social user experiences for all ages through engaging features:
  - learning – a wide range of courses, trails and resources to help people of all ages discover the world’s cultures and engage with the museum’s objects, such as online tours to sample major museum events and videos relating to special exhibitions
  - research – a global perspective on culture through projects, publications, catalogues, journals, libraries and archives
  - social – a “what’s on”, newsletter, details of national tours, and the ability to become a member of the museum and volunteer or apply for a job at the museum.

Matthew Cock, Head of Web Department of Learning and Audiences, British Museum

In an age when digital technology is at the forefront of society, it is vital that accessibility is central to our work in the cultural and creative sectors. Digital Britain, at heart, is centred on people. Get it wrong and technology can be a barrier to understanding and cultural experience. Get it right and it can offer the most amazing opportunities to all.”

Matthew Cock, Head of Web Department of Learning and Audiences, British Museum
For users with disabilities or impairments due to age the museum worked in partnership with AbilityNet. The website was developed using the W3C’s web content accessibility guidelines (WCAG) and was tested by expert reviewers and users with varying impairments to ensure it was both accessible and usable.

For the deaf community – participation in a project for deaf children enabled a better understanding of the audience, and British Sign Language (BSL) videos were produced for the website.

For people with learning difficulties – the museum was involved in an innovative scheme to open up the “Hadrian” exhibition.

Audio description of over 200 of the museum’s famous objects is also planned.

The museum extends their online presence using the widespread social networking channels of Facebook and Twitter.

In 2008 the museum won a Jodi Award – an annual award in the cultural sector for innovative uses of technology, celebrating practice that inspires locally, nationally or internationally.

The British Museum’s success factors

Customers
- **contribute to wider inclusion objectives** – promoting cultural identity on the web and raising awareness of the ICT barriers to the experience of culture, to help overcome digital exclusion
- **encourage social participation and integration** – through engaging features to support social involvement and quality of life
- **enhance reputation** – the museum received great recognition from winning the Jodi Award, judges stated:
  - “a high profile international museum, setting new standards in what should be in place in our online sectoral provision”
- **add value** – educational, social and entertaining content responds to an increasingly socially minded and demanding audience.

Internal Processes
- **grow innovation** – a new approach within cultural organisations to design, develop, communicate and interpret the service of accessible online experiences.

Financial
- **reduce costs** – by winning over key influencers, hence reaching whole communities at a relatively low expense
- **improve ROI** – by advertising quick wins from innovative, accessible websites to other stakeholders in the museum
- **avoid legal costs/damage** – from action brought under the DDA.

The Citizens Advice Service values equality of opportunity highly. Given our goal to provide vital advice and support on a wide range of topics to thousands of visitors, we do our utmost to ensure that our online service offers equality of access to all.”

Sally Dixon, Systems Implementation Manager, Citizens Advice Bureau

FACT
Most organisations are oblivious to the potential, or threat, of millennial peer-to-peer social communications (online blogs, forums, wikis etc). Only 24% have a website to rate and discuss products and services; just 23% monitor online discussions; a mere 19% offer extra-value content enhancing the customer experience online.

Forrester
MEETING UK ICT ACCESSIBILITY LEGISLATION

An increased focus on governance, compliance and accountability

It is widely recognised that corporate scrutiny is increasing from the government, stakeholders, regulators and the media. Complying with current UK legislation that covers ICT accessibility, such as the Disability Discrimination Act (DDA), the recently ratified United Nations Convention on the Rights of Persons with Disabilities and the Public Sector Disability Equality Duty (DED), is more pertinent than ever. The upcoming Equality Bill also seeks to further the law and its enforcement. Given the seriousness of potential consequences, organisations cannot afford to ignore ICT accessibility legislation in their risk management strategies.

WORLDWIDE COMMITMENT TO DIGITAL INCLUSION

Working to harmonise worldwide accessibility standards

Leading organisations such as Apple and Microsoft are committed to helping governments foster an inclusive information society as well as understanding the requirements of individuals who need, or want, to adapt technology to meet their own aspirations. They build accessibility features into all their products and services and provide support for interoperability with third party assistive technologies (ATs); in turn ensuring they address accessibility requirements in US Section 508. Microsoft actively encourages harmonisation of Section 508 with WCAG 2.0, joining the European Commission in the view that only common accessibility standards will ensure compatibility and interoperability of accessible ICTs.

CASE STUDY – NEW IN-HOUSE SYSTEMS

HM REVENUE & CUSTOMS (HMRC)

Following the merger of Inland Revenue and HM Customs and Excise departments in 2005, work is still continuing on the HMRC office restructuring programme. HMRC is the second largest user of ICT systems in the UK. All employees need to use ICTs for at least part of their working day and many use assistive technologies (ATs). In line with government and HMRC policy, the department aims to ensure that all new systems are accessible and usable by all employees.

Taking action

A new system has to be tested for accessibility before it can move from the build and test stages to implementation.
Testing is conducted on three levels:

- Developers test the system against HMRC's accessibility standards, based on the web content accessibility guidelines (WCAG) AA.
- The IT partner’s accessibility team oversees testing with ATs such as JAWS screen reader and Dragon speech recognition software.
- HMRC’s Corporate Responsibility and Diversity Directorate (CR&D) appointed a Disability Network Coordinator to represent the views of a network team, each with specific ICT needs and expertise, to senior management. The team is responsible for three key user acceptance tasks:
  - confirming developers’ conclusions on accessibility of the system
  - evaluating the usability of the system to ensure that, while it meets accessibility standards, it is usable
  - raising issues with, and providing feedback to the Disability Network Coordinator, hence CR&D.

An IT Accessibility Lead Architect from the Solutions Architecture team is available to provide advice to all projects.

HMRC’s success factors

Employees

- **recruit from the widest possible pool** – with the knowledge that any employee’s ICT requirements will be catered for
- **ensure the workforce is representative of the population we serve** – demonstrating employees are valued as individuals by providing evidence on taking ICT accessibility seriously
- **retain experienced employees** – who develop a specific ICT need during the course of their careers.

Internal Processes

- **improve service standards** – a higher standard of system build from a clear and consistent software development lifecycle, incorporating accessibility
- **create expert communities** – the disability network enables employees with specific ICT needs to share experience, raise issues and provide feedback on policy guidance to CR&D
- **promote best practice** – raising awareness to the system development community of ICT accessibility and its importance.

Financial

- **improve ROI** – guaranteeing that when paying for systems to be developed, they are fit for purpose
- **avoid legal fees/damage** – ensuring systems are tested and conform to HMRC accessibility standards.

Our site now meets DDA legislation which is a major step in the right direction. We anticipate improving its accessibility and usability for all.”

Brian Beirne,
Head of E-Commerce,
Virgin Atlantic

FACT

Increasingly, employees are using the law to fight discrimination. There were 6,442 employment cases under the DDA in 2008/09, an increase from 5,800 in 2007/08 and 5,444 in 2006/07.

Advisory, Conciliation and Arbitration Service

Meeting DDA legal obligations for our site helped us do the right thing – increase web access to all.”

Mark Bowman, Head of Electronic Media, BAE Systems
CONDITIONS FOR PUBLIC WEBSITES

All public websites to be accessible by 2010

In the 2006 Riga ministerial declaration on “ICT for an inclusive society”, European ministerial representatives agreed that all public websites should be accessible by 2010. In order to meet the European objectives for inclusive e-government, the Cabinet Office sets conditions for using a .gov.uk domain name. Organisations have to comply with the World Wide Web Consortium’s (W3C’s) web content accessibility guidelines (WCAG) level AA (double-A) – the recommended version 2 was released in December 2008.

A USER CENTRED APPROACH TO MEETING LEGISLATION

It’s about the individual – not the guidelines

The Central Office of Information (COI) clarifies that legislation is in place to protect the rights of the individual, not to detail the specific requirements on websites (both within and outside the .gov.uk namespace). And further, that even if a website meets the recommended minimum accessibility standard, this is no guarantee that the user experience for people with specific ICT needs will be problem free. The government has been working with industry, academia and the third sector to this end, and the guidelines “Delivering inclusive websites” recommend a user centred approach to website accessibility, taking into account all prospective users’ needs in the planning and procurement phases of web design and development.

SAMPLE LEGAL CASES

WILLIAMS V J WALTER THOMPSON GROUP (JWT) LTD

The court found that “good intentions and praiseworthy initiatives may pave the path to the employment tribunal” if they are not backed up by rigorous recruitment processes. In this case, when offering Ms Williams – who is blind – a job, JWT failed to take into account her specific ICT needs.

US NATIONAL FEDERATION OF THE BLIND V DISCOUNT RETAILER TARGET

The court found the result of a $6 million (£3.4 million) settlement, could pave the way for similar action in the UK. The case concerned websites that were designed in a way that was not compatible with the assistive screen reader technology used by people who are blind.
CASE STUDY – A GOVERNMENT ONLINE GATEWAY

BUSINESSLINK.GOV.UK

By 2011, businesslink.gov.uk’s vision is to be the preferred web portal for any business seeking authoritative advice from the government. Developed in partnership with subject experts within government and a range of relevant business-support organisations, the service helps businesses comply with regulations, improve their performance and sustain growth. 2008/09 saw the first year of significant expansion and development of the website to provide customers with easier access to information and transactions.

Taking action

Businesslink.gov.uk improved the accessibility of the website in line with the government guidelines “Delivering inclusive websites”.

- Accessibility improvements were made to the user interface.
- Website content editors were trained to produce accessible content conforming to in-house standards and style guidelines.
- An accessibility web page was developed, providing information for users on how to change the website’s presentation to suit their individual preferences.

Businesslink.gov.uk’s general success factors 2008/09

Customers

- ensure the website is current and comprehensive and attracts quality traffic – there were:
  - 1.8 million website visits in January 2009 – 83% more than in January 2008
  - over 100,000 registrations
  - over 5 million repeat visits and over 5 million tools used
- ensure satisfaction – with current customer satisfaction ratings of 92% and 80% recommending the service to others.

Businesslink.gov.uk Processes

- engage staff with programme delivery – with 61% of staff satisfied with their engagement in programme delivery.

Financial

- save businesses money – the website saved businesses £317 million by saving time or avoiding costs
- improve businesses performance – the website helped businesses improve their performance by £379 million.

Ensuring a website is accessible is an ongoing process, especially as content is up-dated regularly. A tailored accessibility module has been incorporated into the training for our website content editors. This enables them to understand how important accessibility is and to produce web content that can be accessed by customers who use assistive technologies (ATs).”

Natalie Bone, User Experience Manager, Business Link

FACT

The RNIB has acted, and will continue to act, on behalf of individuals to take legal action against organisations with inaccessible websites.

RNIB
LLOYDS TSB AND HMRC – THEIR VISION, VALUES AND CSFS

The case studies in this report demonstrate how investment in accessible information and communication technologies contributes to the organisation’s critical success factors (CSFs).

Outlined below, Lloyds TSB and HMRC illustrate how these success factors are necessary for the organisation to achieve its vision, and additionally support its core values.

These are demonstrated using the four typical organisation performance perspectives of:
1. Customers
2. Employees
3. Internal processes
4. Financial

"Lloyds TSB – Vision
Our vision is to be recognised as the best financial services company in the eyes of our customers, colleagues and shareholders.”

<table>
<thead>
<tr>
<th>CASE STUDY CSFS ALIGNING WITH THE VISION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LLOYDS TSB</strong></td>
</tr>
<tr>
<td><strong>Customers</strong></td>
</tr>
<tr>
<td>■ improve quality of service</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
</tr>
<tr>
<td>■ enhance reputation of a great place to work</td>
</tr>
<tr>
<td>■ retain talent</td>
</tr>
<tr>
<td>■ improve performance</td>
</tr>
<tr>
<td><strong>Internal Processes</strong></td>
</tr>
<tr>
<td>■ ensure commitment to diversity is driven from the top</td>
</tr>
<tr>
<td>■ develop innovation</td>
</tr>
<tr>
<td>■ improve efficiency</td>
</tr>
<tr>
<td>■ prepare and test new approaches with partners</td>
</tr>
<tr>
<td>■ increase productivity</td>
</tr>
<tr>
<td><strong>Financial</strong></td>
</tr>
<tr>
<td>■ avoid financial loss/damage to reputation</td>
</tr>
<tr>
<td>■ cut costs</td>
</tr>
</tbody>
</table>
HMRC – Vision

Our vision is that we will close the tax gap, our customers will feel that the tax system is simple for them and even-handed, and we will be seen as a highly professional and efficient organisation.

We will do this in a number of ways, including:

- understanding our customers and their needs
- making it easy for our customers to get things right
- treating everyone with respect
- being passionate in helping those who need it
- developing the skills and tools we need to do our jobs well
- taking pride in helping our colleagues to succeed
- driving continuous improvement in everything we do.

Our values are professionalism, integrity, diversity, and engagement.”

<table>
<thead>
<tr>
<th>CASE STUDY CSFS ALIGNING WITH THE VISION AND VALUES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HMRC</strong></td>
</tr>
<tr>
<td><strong>Customers</strong></td>
</tr>
<tr>
<td>■ build a reputation of an exemplar public body</td>
</tr>
<tr>
<td>■ improve quality of service</td>
</tr>
<tr>
<td>■ increase speed of service</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
</tr>
<tr>
<td>■ recruit from the widest possible pool</td>
</tr>
<tr>
<td>■ ensure the workforce is representative of the population we serve</td>
</tr>
<tr>
<td>■ retain experienced employees</td>
</tr>
<tr>
<td><strong>Internal Processes</strong></td>
</tr>
<tr>
<td>■ promote and deliver products and services through online channels</td>
</tr>
<tr>
<td>■ improve service standards</td>
</tr>
<tr>
<td>■ create expert communities</td>
</tr>
<tr>
<td>■ promote best practice</td>
</tr>
<tr>
<td><strong>Financial</strong></td>
</tr>
<tr>
<td>■ reduce costs</td>
</tr>
<tr>
<td>■ improve cash flow</td>
</tr>
<tr>
<td>■ avoid legal action/fees/damage</td>
</tr>
<tr>
<td>■ improve ROI</td>
</tr>
</tbody>
</table>
2.2 Leadership and an ICT Accessibility Strategy

POSITIONING ICT ACCESSIBILITY IN THE ORGANISATION

Leadership is critically important. The board or CEO must ensure that everyone in the organisation is aware that diversity and inclusion are a fundamental part of the organisation’s core values and culture. And further, must communicate to all employees, suppliers and partners that provisioning accessible and usable ICTs to all is fundamental to the organisation’s core business objectives.

Appointing an ICT Accessibility Champion will help the organisation to develop coherent plans. Regular reports to the board on progress, and the organisation’s performance, will ensure ICT accessibility is embedded in day-to-day working.

To position ICT accessibility within the organisation, we propose to start by aligning the vision with the critical success factors (CSFs) outlined in this report, as illustrated by LloydsTSB and HMRC, and assess the actions taken in our case studies to meet them. A full summary of activities, CSFs and associated case studies is shown in Appendix A1.

Lloyds TSB and HMRC have been improving the accessibility of their ICT products, services, workplace environments and facilities for several years. Common to their success is that Accessibility Champions in both organisations implemented a holistic approach to ICT accessibility, ensuring it became “business as usual”. LloydsTSB and HMRC are just two organisations that contributed their experience to the development of the ICT “Accessibility Maturity Model” to enable organisations to create an ICT accessibility roadmap.

2.3 An ICT Accessibility Performance Measurement Tool

THE ICT ACCESSIBILITY MATURITY MODEL (AMM)

In 2008, some of the UK’s leading private and public sector organisations came together as members of EFD to form the Business Taskforce on Accessible Technology (BTAT), to develop a common business language for accessible ICT. The result was the ICT Accessibility Maturity Model (AMM).

Available from early 2010 from EFD, the AMM self-assessment tool positions ICT accessibility as an organisation-wide issue affecting the board, line managers, HR, marketing and procurement teams – as much as the IT department. It maps out a path to improvement, meaning it can be used to create a long-term plan for improving ICT accessibility over one to three years and provides direction, techniques and resources for the journey.

The model uses eight strands and a maturity scale of 1-5 with levels 1 and 2 involving legal and reputational risk and level 5 representing best practice. The best practice element of the model enables organisations to identify and plan key policies that will contribute to the overall performance of the business.
GETTING INVOLVED WITH THE COALITION

The OneVoice for Accessible ICT Coalition’s central goal is to develop a shared agenda for change in accessible and usable ICTs. We are committed to acting as a catalyst, working with partners to achieve a co-ordinated economic and social strategy and plan for ICT accessibility across the UK; and to ensuring that the digital agenda across Europe puts the needs of people first.

We urge anyone reading this report to be part of this exciting and essential work and to contact the coalition at our website www.onevoiceict.org. The portal outlines our framework and activities, promotes shared knowledge and experience, and provides advice and guidance on ICT accessibility best practice.

This report focuses on the business rationale for investing in accessible ICTs and is directed at CEOs and board-level executives in organisations in the private, public and third sectors. We encourage all to get involved and participate in phase two of this report to develop the business case and, more widely, to improve ICT accessibility.
Phase Two

3.1 A Call to Action – Further Measuring Critical Success Factors

CRITICAL SUCCESS FACTORS AND KEY PERFORMANCE INDICATORS

The strategic performance framework utilised in this report aims to incorporate most critical success factors (CSFs) that matter to an organisation. The case studies and their associated CSFs demonstrate how investment in accessible ICTs contributes towards an organisation achieving its vision and values. There is a need for further work to measure performance against these strategic objectives and to develop key performance indicators (KPIs) to quantify them.

Legal and General (L&G) provides the most comprehensive example to date of a case study that measures improved business performance through KPIs. The company, in making its website accessible, tracked the use and performance of the original website and compared it to the new accessible website.

CASE STUDY – A FINANCIAL SERVICES WEBSITE

LEGAL & GENERAL (L&G)

David Wilton from the UK financial services company L&G went to his board to ask for the money to improve the accessibility of the L&G website. His main justifications were:

- the company had a moral obligation to be inclusive
- the potential extra business from people unable to access and use the website
- competitors offering accessible services online had an advantage
- compliance with UK legal requirements.

Taking action

L&G set out to redesign, restructure and redevelop the website, tailoring it to work for people with different browsers, devices and disabilities. The team included Fortune Cookie and the Royal National Institute of the Blind (RNIB).

- Throughout the development phase, prototypes were user tested:
  - using technical tools – to assess the website against WCAG, different platforms and devices
  - by potential users – including those with varying impairments using a variety of assistive hardware and software.
- L&G’s customers were consulted and customer feedback was analysed from both the website and help desk.

The result was an accessible, findable, usable, sustainable and attractive website.
L&G’s CSFs and KPIs

Customers
- **increase “findability”** – a rise in natural search engine traffic of 30%
- **increase market** – 13,000 extra visitors a month from improved browser compatibility (including users with handheld devices)
- **improve satisfaction** – zero complaints from people using handheld devices such as PDAs, mobiles and Blackberrys
- **increase speed of service** – a 75% reduction in time to load a page.

Financial
- **increase revenue** – take up of some financial products via the website increased by 300%
- **increase revenue** – a 90% increase in online life insurance sales
- **reduce costs** – support costs were cut as there were zero complaints from people using handheld devices
- **reduce costs** – an estimated saving of £200,000 (66%) a year on website maintenance as speed/effort required to manage content was reduced from an average of five days to half a day per job
- **improve ROI** – a 95% increase in online life quote requests
- **improve ROI** – a 100% return on investment in five to six months.

A number of organisations have provided limited measurements of improved business performance after investing in website accessibility:

- IBM’s intranet – a 40% reduction in bandwidth costs after introducing an accessible solution
- CNET’s website – a 30% increase in traffic from Google following the launch of a version of the website that provided transcripts
- Tesco’s online home grocery service – a £13 million increase in annual revenue from a £35,000 investment to develop an accessible website
- Virgin’s website – a 68% uplift in revenue to £62 million after a redesign to incorporate accessibility standards.

Academic institutions such as City University London and Southampton University are in the process of developing accurate mechanisms to measure improvement in an organisation’s effectiveness through improved ICT accessibility.

We call upon as many organisations as possible, from all sectors, to share their experiences of putting these robust mechanisms into practice, so we can generate new case studies that will demonstrate clear costs, returns and value for money of investing in accessible and usable ICTs.

The results of these investigations will be published in a new report.
A QUICK REFERENCE TO ACTIVITIES, SUCCESS FACTORS AND ASSOCIATED CASE STUDIES

CUSTOMERS

<table>
<thead>
<tr>
<th>1.1 VP – Price Comparison Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>increase “findability”</td>
</tr>
<tr>
<td>improve satisfaction</td>
</tr>
<tr>
<td>raise brand awareness</td>
</tr>
<tr>
<td>grow reputation</td>
</tr>
<tr>
<td>1.1 HMRC – Government Public Website</td>
</tr>
<tr>
<td>build a reputation of an exemplar public body</td>
</tr>
<tr>
<td>improve quality of service</td>
</tr>
<tr>
<td>increase speed of service</td>
</tr>
<tr>
<td>1.2 BT – ICT Standardisation Approach</td>
</tr>
<tr>
<td>add value</td>
</tr>
<tr>
<td>reduce cost of products and services</td>
</tr>
<tr>
<td>1.2 Lloyds TSB – VoIP Phone Roll Out</td>
</tr>
<tr>
<td>improve quality of service</td>
</tr>
<tr>
<td>1.3 BT – Producing a Pioneering Telephone</td>
</tr>
<tr>
<td>satisfy needs</td>
</tr>
<tr>
<td>increase brand recognition and strength</td>
</tr>
<tr>
<td>1.3 BBC – Cutting-Edge Public Website</td>
</tr>
<tr>
<td>advance reach</td>
</tr>
<tr>
<td>add value</td>
</tr>
<tr>
<td>improve satisfaction</td>
</tr>
<tr>
<td>improve reputation</td>
</tr>
<tr>
<td>1.4 BBC – Procuring Radio/TV Technology</td>
</tr>
<tr>
<td>improve quality of service</td>
</tr>
<tr>
<td>1.5 British Museum – Community Website</td>
</tr>
<tr>
<td>contribute to wider inclusion objectives</td>
</tr>
<tr>
<td>encourage social participation and integration</td>
</tr>
<tr>
<td>enhance reputation</td>
</tr>
<tr>
<td>add value</td>
</tr>
<tr>
<td>1.6 Businesslink.gov.uk – Online Gateway</td>
</tr>
<tr>
<td>ensure the website is current and comprehensive and attracts quality traffic</td>
</tr>
<tr>
<td>ensure satisfaction</td>
</tr>
</tbody>
</table>

EMPLOYEES

| 1.2 BT – ICT Standardisation Approach |
| build a reputation as an employer that values difference in the workforce |
| attract and recruit the best and brightest in their field |
| retain skills and experience          |
| increase productivity and motivation  |
| have a diverse workforce that reflects the community we serve |
| 1.2 Lloyds TSB – VoIP Phone Roll Out |
| enhance reputation of a great place to work |
| retain talent                         |
| improve performance                   |
| 1.4 DWP – Government Supplier Contract |
| build a reputation as a lead government department |
| be an exemplar employer               |
| increase diversity of the workforce   |
| satisfy needs                        |
| 1.4 BBC – Procuring Radio/TV Technology |
| recruit the most talented people      |
| increase productivity                 |
| 1.5 Defra – Desktop Refresh Programme |
| build a reputation as a lead government department |
| be an employer of choice              |
| improve efficiency                    |
| 1.6 HMRC – New In-House Systems      |
| recruit from the widest possible pool |
| ensure the workforce is representative of the population we serve |
| retain experienced employees          |
### INTERNAL PROCESSES

<table>
<thead>
<tr>
<th>Section</th>
<th>Process</th>
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</thead>
<tbody>
<tr>
<td>1.1 VP – Price Comparison Website</td>
<td>pursue new customers</td>
</tr>
<tr>
<td>1.1 HMRC – Government Public Website</td>
<td>promote and deliver products and services through online channels</td>
</tr>
<tr>
<td>1.2 BT – ICT Standardisation Approach</td>
<td>improve service levels</td>
</tr>
<tr>
<td>1.2 Lloyds TSB – VoIP Phone Roll Out</td>
<td>ensure commitment to diversity is driven from the top</td>
</tr>
<tr>
<td>1.3 BT – Producing a Pioneering Telephone</td>
<td>identify customers’ needs</td>
</tr>
<tr>
<td>1.3 BBC – Cutting-Edge Public Website</td>
<td>develop innovation and skills</td>
</tr>
<tr>
<td>1.4 DWP – Government Supplier Contract</td>
<td>ensure commitment to diversity is driven from the top</td>
</tr>
<tr>
<td>1.4 BBC – Procuring Radio/TV Technology</td>
<td>prepare and test new approaches with suppliers and product groups</td>
</tr>
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<td>1.5 Defra – Desktop Refresh Programme</td>
<td>promote equal opportunities</td>
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<tr>
<td>1.5 British Museum – Community Website</td>
<td>grow innovation</td>
</tr>
<tr>
<td>1.6 HMRC – New In-House Systems</td>
<td>improve service standards</td>
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### FINANCIAL

<table>
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<th>Section</th>
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<tr>
<td>1.6 HMRC – New In-House Systems</td>
<td>improve ROI</td>
</tr>
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</table>
ONEVOICE FOR ACCESSIBLE ICT COALITION MEMBERS (INCORPORATING BTAT)

- **AbilityNet [research sponsor]** – a national charity helping adults and children use computers and the internet by adapting and adjusting their technology, regardless of impairments due to age, health condition, disability or situation.
- **BCS The Chartered Institute for IT** – for IT professionals in the UK and abroad, incorporating BCS “IT Can Help” – a network of volunteers offering free local computer assistance to people with varying impairments and specific ICT needs.
- **Bloor Research** – one of Europe’s leading IT research, analysis and consultancy organisations.
- **Business Taskforce on Accessible Technology (BTAT)** – an EFD initiative created to ensure the benefits of providing accessible and usable ICTs are recognised as an essential ingredient for business innovation, agility, success and growth.
- **City University London** – the School of Informatics is at the forefront of international excellence and leadership in education and research for the information and computing professions.
- **Employers’ Forum on Disability (EFD)** – the leading employers’ organisation working to the mutual benefit of business and disabled people.
- **Information Technologists’ Company** – a charity of the 100th city livery company, active in supporting the IT profession.
- **Intelllect** – the leading trade association for the UK technology industry, representing over 750 member companies from SMEs to multinationals.
- **Leonard Cheshire Disability** – supports more than 21,000 disabled people in the UK and works in 52 countries campaigning for change and providing innovative services that give disabled people the opportunity to live life their way.
- **Phoneability** – an independent charity dedicated to improving accessibility of telephony and all electronic communications services and equipment for disabled and older people.
- **RADAR** – the UK’s largest disability campaigning organisation, with a membership of over 900 disability organisations and individual campaigners.
- **Society of Information Technology Management (Socitm)** – the professional association for public sector ICT management, promoting the effective and efficient use of information technology in local government and the public sector.
- **Trinity Expert Systems [research sponsor]** – a Microsoft Gold Partner provider of a range of IT solutions across a number of industry sectors.

BUSINESS TASKFORCE ON ACCESSIBLE TECHNOLOGY (BTAT) MEMBERS

- Accenture
- B & Q
- Barclays
- BBC
- BT
- BUPA
- Cisco Systems
- Department for Work and Pensions (DWP)
- Ernst & Young
- GlaxoSmithKline
- Goldman Sachs
- HM Revenue & Customs
- InterContinental Hotels Group (IHG)
- Jobs Go Public
- KPMG
- Lloyds Banking Group
- McDonald’s
- Microlink PC
- Microsoft
- Mitie
- Oracle
- PricewaterhouseCoopers
- Royal Mail Group
- Sainsbury’s
- Serious Organised Crime Agency (SOCA)
- Sky
- UBS
<table>
<thead>
<tr>
<th><strong>GLOSSARY</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>AT</td>
<td>Assistive technology – hardware or software that helps a person use a PC</td>
</tr>
<tr>
<td>CSF</td>
<td>Critical success factor – a business term for an element which is necessary for an organisation to achieve its vision</td>
</tr>
<tr>
<td>DDA</td>
<td>Disability Discrimination Act – a legal act passed in 1995, updated in 2005 that aims to end discrimination faced by many disabled people</td>
</tr>
<tr>
<td>DED</td>
<td>Disability Equality Duty – a legal duty since 2006 on all public sector organisations to promote equality of opportunity for disabled people</td>
</tr>
<tr>
<td>Design for All</td>
<td>A design philosophy targeting the use of products, services and systems by as many people as possible without the need for adaptation</td>
</tr>
<tr>
<td>Digital Britain</td>
<td>The government’s strategic vision for ensuring that the UK is at the leading edge of the global digital economy</td>
</tr>
<tr>
<td>Digital inclusion/E-inclusion</td>
<td>The terms used within the European Union to encompass activities related to the achievement of an inclusive information society</td>
</tr>
<tr>
<td>EU</td>
<td>The European Union – an economic/political union of 27 member states</td>
</tr>
<tr>
<td>Generation X/Babyboomers</td>
<td>Refers to people born between 1946 and 1965</td>
</tr>
<tr>
<td>Generation Y/Millennials</td>
<td>Refers to people born between 1980 and 2000</td>
</tr>
<tr>
<td>Hunt group</td>
<td>Refers to distributing phone calls from a single number to several lines</td>
</tr>
<tr>
<td>iGoogle</td>
<td>A service of Google, with a customisable webpage or personal web portal, including the capability to add web feeds and Google “gadgets”</td>
</tr>
<tr>
<td>Inclusive design</td>
<td>Refers to a broad spectrum solution that produces products, services, environments and facilities that are usable and effective for everyone</td>
</tr>
<tr>
<td>KPI</td>
<td>Key performance indicator – a measurement of how well an organisation is doing in achieving critical success factors (CSFs)</td>
</tr>
<tr>
<td>RNIB</td>
<td>The Royal National Institute of Blind People</td>
</tr>
<tr>
<td>RNID</td>
<td>The Royal National Institute for Deaf People</td>
</tr>
<tr>
<td>ROI</td>
<td>Return on investment – the actual or perceived value of an investment</td>
</tr>
<tr>
<td>RSI</td>
<td>Repetitive strain injury</td>
</tr>
<tr>
<td>VoIP</td>
<td>Voice over internet protocol – a general term for transmission technologies for delivery of voice communications over IP networks such as the internet</td>
</tr>
<tr>
<td>UAT</td>
<td>User acceptance testing – to verify the system meets user requirements</td>
</tr>
<tr>
<td>W3C</td>
<td>World Wide Web Consortium – international community for web standards</td>
</tr>
<tr>
<td>Web 2.0</td>
<td>Referring to web applications that facilitate interactive information sharing, interoperability, user centred design and collaboration</td>
</tr>
<tr>
<td>WCAG</td>
<td>W3C’s web content accessibility guidelines with compliance levels A/AA/AAA</td>
</tr>
<tr>
<td>Wigitised</td>
<td>A term that refers to a webpage with user customisable “gadgets”</td>
</tr>
</tbody>
</table>
Contributors

Accessible ICTs – Benefits to Business and Society