**Transcript for How to use the AbilityNet Digital Accessibility Maturity Model (DAMM)**

MARK: Hi, everyone. Welcome to our webinar

. I have got people arriving. It is

 1:00 here. This is Mark

 here from

 AbilityNet. Hopefully you can see something

 on the screen happening either your

 name popping up in the Attendees' list

 and the title of today's webinar how to use the AbilityNet Digital Accessibility Maturity Model

. If you were hoping how to learn the AbilityNet DAMM, you are

 in the right room

. We are here with Adi Latif and Robin

 Christopherson. Well, Kelly can you

 go to the next slide. As people are turning up.

 There are people I know. Hello. I just noticed the name

s list. I won't say hello individually but,

 yes, there are loads of people

 I know. We have live captions.

 If you need them you can turn them on

 click on the Closed Captioned button at the bottom of the

 screen. You also can access them

 using the UR

L www.streamtext

 www.streamtext.net/player? Event

 = Ability

Net. The slides we are using have been

 published at slideshare.net

 /abilitynet. You can actually see the

 deck there now. That may be helpful to you to follow

 and also will be available afterwards. But, more

 importantly after the event we will also take a transcript

 and take a recording and do an FAQ

 and other notes to back up the session and that will be

 available on our website

 at www.abilitynet.org.UK/DAMM-webinar

. A few bits of housekeeping. If

 you could avoid using the Chat because

 it announces to anyone using a screen reader. But, please

 do use Q&A for any questions you have. We are going to

 use the Q&A all the way through. So, my

 first question is: What are you here for? If

 you have questions in, please start checking them

 we have taken a survey, asked people around, using

 a model already. But if you arrive with questions

, it would help me as to see what sorts

 of things you have turned us trying to find out. So,

 could you please -- please start asking

 questions. We can see your questions,

 answer them? Turn, save them until the end

. There is plenty of chance for you to interact. The soon

er we see what you are trying to get from the session, the

 better.

Kelly, can you hear me? Yes, you can.

 Great. Next one. Thank you. I am going to give it

 a few moments and then we will introduce ourselves.

 What's the time

 five past. I will give another moment or

 two to see how many people are

 here. We have 56 signed up. We are about halfway

 so that's wonderful. We will give it a

 couple of moments before we get started and if

 you do have questions, please start putting them

 in so we can see where we are

 pitching to where the information is need. This is a broad topic

 fours. Please start asking the questions noun we will try to answer

 them as we go

 a lodge. Thank

 you Anonymous and Tom first few

 questions coming in that is wonderful. Helps give

 us a steer. I am going to get going. I have two

 consultants with

 me from AbilityNet, Robin and Adi. I will get them to introduce

 themselves

 in a moment Robin, Adi and myself have been delivering

 the material to paying customers for more than a year

. So we have lots of experience in using the model.

 That is why these guys are here. They have the technical

, and

 strategic abilities to show you where you are, where you want

 to go, think about how you want to

 get there. Robin, can you tell me a little about yourself

 and your

 experience in AbilityNet. ROBIN: I am Head of inclusion with AbilityNet. I have been

 be with AbilityNet since 1986 well even before it was

 AbilityNet. When it became AbilityNet in '98 I was obviously one

 of the founding members. Yeah, they haven't got

 rid of me ever since

 and my role is in over seeing that -- well, helping

 with marketing, helping with sales, advocacy

, working with government about policy, et cetera and inputting

 both technical and kind of consultancy

 in the accessibility team. We also have a workplace

 team in AbilityNet and there is a cross over

 when we talk about DAMM, the Digital Accessibility Maturity Model, it is about

 people, processes and leadership and that we will

 see as much as it is about tools and processes.

 So yeah, it's a brilliant model

. Hopefully, you guys are going to use it to

 great effect within your organisation. If there is anything outstanding

 after today, you can still get in contact with us. We are

 absolutely here to help.

 MARK: Thank you very much. Adi could you give

 yourself a brief intro

? ADI: Hi, everyone, I am

 Adi Latif. I have been involved with helping to

 develop the DAMM pretty much

 from its beginning. I am an accessibility

 consultant at AbilityNet. When I am not

 delivering DAMM

 work, I am helping clients to appreciate the importance of

 accessibility. So there are a lot of speaking engagements

, whether that's to a

 large gathering or to key stakeholder s in an organisation to

 try and bring them on board to

 appreciate the importance of accessibility to

 take it beyond some technical

 check box and make people realise, help people realise

 that it's transformational for the lives of

 real life human action beings. Past life

 experience before AbilityNet, I have not been here

 as long as Robin but my experience has been in he many

 fields, including management consultancy. There

 I was involved in helping to implement different types of

 maturity models not to do with accessibility

; but different types of maturity models. So

 I am a little bit you familiar in this

 space. Courtroom that is it. Thank. MARK: Thank you very much, Adi.

 Today we are briefly going to give you an introduction to

 the maturity model. I guess for us it is a goal that

 it is possible for you to do this on your own

. We published this in open source, made it

 available in a publicly downloadable form

. You have documents similar to the ones we are

 currently using. We are about to go into a revision this

 will help us revise, update and republish them

. As a charity, AbilityNet's

 purpose is to make the digital world accessible to

 all. This is an element of the broader picture

. Putting it out there, enabling you

 to do things for yourself. so, today, we are going to be learning about how feasible that is from your feedback and thinking about how we provide the support; and hopefully what

 you're learning is where it all came from, how it works, some

 of the Top Tips we picked up along

 the way. We will go straight into the

 second: Somebody who delivered the model so you get

 some sense of what you are doing with

 it, what it is about, what they are getting from

 it. I call it a guided tour

. There is use of daily stuff you have downloaded. It

 takes a bit to work through. Then we will get into Top Tips

 and you will area from Robin and

 Adi. Keep asking questions we intend to pick them

 up quite soon in the process. We want this session to be

 as much as possible driven by your

 questions. Quick guided tour few Top

 Tips then we will listen to the questions you have.

 Before we do that it would be helpful to know

 who is here, what the size of your organisation S we are going

 to run a poll. How many employees are there in

 your organisation? What is your individual area of work insofar as

 you can define it? And how

 confident do you feel right now, this minute, about implementing

 the Maturity Model. If you could fill it

 in. Is the poll running, Kelly?

 I can see it because I am the host.

 Just check it's all there

. (Pause)

. MARK: I can't see the poll so you need to tell me in terms

 of managing the results the number of people who filled

 it in. (Pause)

. It is here now Mark. MARK:

Yes, please tell me. This is obviously the challenge the two of us in different roles

. MARK: The poll is up there. 28 people filled it in

. We are halfway there. if you can fill in the poll

 we can tell you what sort

 of role you have. I

 think it's interesting to see who is trying to

 do the DAMM. Who is interested in

 the DAMM. So there are eight of you to complete

 it. Seven.

 Mentor L. I am going to

 close the poll . . . and I am going to share the results

 for you [See Screen]

 So

 firstly, just checking that you can see the results.

 How many employees are there in your organisation? The

 answers are one person here is a freelance

er. Small organisation, between one and

 50. There are three people. There is nobody here

 for whom -- you are all

 volunteers; so you are all at organisations that have

 paid staff. The largest number is 12 people are

 here from more than 250 people in your organisation. Larger

 organisations, obviously there is complexity that comes

 from that in terms of decision making, stakeholders, programming and planning and so on. The next smallest

 number,

 55% come from more than

 250. Those in smaller organisations

, shout if we are off-piece. Things may not

 apply to you in a smaller organisation. I assume we are

 talking broadly to larger organisations

. Two people described themselves

 as developer, four as UX,

 five say mainly accessibility, compliance legal

 is [See Screen]

 Digital transformation one person, brand/marketing

, D & I and then other. We will

 catch uplighter. It is a real mix. There is a

 lot of accessibility knowledge

. How confident do you feel not confident

 at all, three people said. Lacking confidence

 said 13 people. Most people feel they lack confidence.

 That's understandable. We have not done this

 before.

 I am okay,

 18%. Confident [See

 Screen] That is what we picked up in the surveys when we ran

 them. We assume you are looking for a bit of

 confidence and you will want to know how to get started. Certainly in

 the survey feedback we got previously there

 aren't many people who have their teeth into this

. There are some who fed back. Most are

 at the starting line, want to know how to get on

. There are questions beyond that are we will try to

 address. Next slide, please Kelly. Someone did the

 maturity model think should be interesting four. Can you

 play the video

[Video plays]

. Hi I joined leads on

 the strategy for product, technology on marketing at Stepstone group who you will know

 in the UK as Totaljobs. a colleague of mine has brought to

 the forefront accessibility work a few month ago and

 as a key player on the

 job market we were actually worried

 we were not doing enough when it comes to creating

 accessibility products so we looked at the potential we had

 and found the Digital Accessibility Maturity Model as a good way

 to partner up with AbilityNet

 and find framework and guidance how to do that.

 That model itself felt like a logical

 first step to understand where we are and what we can do together.

 The DAMM process is mostly fuelled

 by workshops, surveys and holding conversations with colleagues

 across the organisation and for us as a global business,

 that meant people in different departments but also locations

 and going through that process has helped us really

 have those extensive views but also self-

reflect on how we are doing so we have been able to ask question

s about what we do, what we don't do, whether

 we are consistent whether we are supported

 at well and for us that has really

 helped us prioritising

 and using the areas that we really need to pay attention

 to. Going through the DAMM

 process has actually highlighted to

 us that there are some areas we never thought about before

. So because we work on the job markets we always

 think of providing what is best in terms of product but

 we don't necessarily think of how ourselves

 as staff are equipped for accessibility

 as well so the areas

 around procurement we never understood as

 much as we do now having gone throughout first

 stages of the DAMM. So it's really helped us

 be a lot more sensitive to the process

 of accessibility within our environment

 and ask of that from suppliers and people we

 work with. If I had a tip to give anyone else

 using the DAMM it would be to try to get people all

 across your organisation to take part in the process

; and in roles that not only enable decision-making

 and resourcing because there will probably be a lot

 of work to do after the process but also having a

 range of people who execute on that to understand their

 blocks and barriers day to day. Most

 likely the other ones will be keeping their managers and the business

 accountable for the execution. For me it

 was very helpful to have that range of colleagues in

 the room during those meetings and to follow on with them as well

. For me the DAMM process has been of

 massive help to Stepstone

 group and Totaljobs because we finally started a meaningful

 conversation on digital accessibility and

 accessibility. For a lot of us it was a topic

 to approach but one we feared paying attention

 to because we didn't know where to start.

With the Maturity Model process and

 the people we have involved in doing so we

 now know how to get somewhere and

 we also have identified a number of colleagues who

 are definitely championing the topic and

 the initiatives we are committing to. We know

 we have a long journey ahead but have foundations

, building blocks. That is a massive step fours. That wouldn't have happened quickly or as smoothly

 without this pros

 sends the support of AbilityNet

[Video ends]

. MARK: Thank you. I think what you get from that --

 bear in minds that

 Totaljobs is paying us for the facilitation.

 We held their hand. I think it is helpful to hear from someone

 internally within the organisation said I think this is a

 priority weren't sure where to start the

 Maturity Model gave us a framework; there are lots of questions we Wong have known needed to

 answer. The other bullet going to emphasise

 a lot is that it is a collaborative process. Already people

 are asking and it is a common question: How do I get the

 right people in the room? There isn't really a

 secret or solution, silver bullet to that. I

 think you will find no matter where you start and how

 slow it feels you are moving forked the other thing

 is it is a journey and some of you are

 on the first steps, some have a role you have already

 identify: This is a requirement otherwise wouldn't have

 given somebody an accessibility road. That framework is for

 you to examine where you are now, where you want to get to and how you are

 going to get there. I think that's hopefully given

 you some sense of what people are getting out of this process.

 what I am going to do now is show you a bit

 about what you downloaded. I think it is

 easy to get lost in what we shared with

 you. Next screen, these Kelly. When

 you press download you get a folder

 with filings in it. We slimmed this down to the most

 useful information. When we first started we had

 seven, eight documents. The user manual is the

 thing we are going back to see if we have the pitch right. I think we

 have. We got

 lot of discussions before publishing this. If you

 don't read anything else, read this there are slide deck

s, very similar to the ones we use with our

 customers. I will show you this if it

 hasn't been clear. There is a Report deck

. We produce a document as a report or a deck sometimes both. The

 deck is obviously a simpler

 route into highlighting the priorities. I think the report for us,

 when we produce a report terns to be a deeper dive into

 some of the information. So we do produce a

 separate Word document for some clients.

 The final report really gives you a sense of the headlines.

 I think, for taking it on yourselves that is probably the

 place to go through first. It may be that you

 need to dig a bit deeper into some of the stuff.

 They finally there is a core model a grid that shows you

 how to measure where you are

 at the different dimensions. In any of the boxes it

 is a

 5 times grid.

 It is a seven-step process. It is in

 the user guide. We give a little information about each one. The thing I would

 highlight when we are talking to clients is that we say

 those two workshops right in the middle they are the bits

 that really bring this process to life. Whether you have two,

 three people in the room. We have had up to

 40 or 50 people sometimes in the workshops. That is a chance

 for other people to hear what other people are

 saying, get alignment, share knowledge, begin

 thinking what you can do together, sort

 of discuss priorities and also to move into

 workshop two. On feedback: Well

, do you think this, do you agree, is this okay?

 The workshops are really participative. The

 first is about listening to what people are talking about;

 what concerns they have end the second is really checking in on where

 they think they are now and getting some steer on what the priorities

 are. So if you are running this process yourself,

 those two workshops are a chance to bring in other voice, connect

 and engage with other stakeholders. We also

 know that is quite difficult to do from

 the standing start. When we work with clients we always

 say just put the two dates in the diary, invite

 everybody you want to come to them, make sure they are a distance

 apart, two, three weeks apart and give yourself

 a couple of week' notice. Don't wait

 until everybody's signed up before you run the workshop

. People we find come to the first workshop, you share the resource

s around for the second and a

 loafed other people turn up because they realise what they have been missing out

 or what topics you are discussing. They are quite important pillar

s in the process that might be lost in all of the stuff

 you gathered there. And hosting that meeting

 and pulling people together is often the most intimidating

 part of the process to some extent because

 you just don't know who's

 going to com if the right people will be

 there. More people come to workshop

 two. Don't wait for them to come to workshop

 one. Keep the process rolling

 forward other things we have seen people do which you could is present the findings

. That could equally be a shared space.

 You could get a couple of people to comment on particular actions.

 That is a workshop potentially. So you almost

 can have three sessions where you have brought everybody together.

 That is an important part of the seven steps. The planning,

 research, drawing drafting

, action plan. But having people in the room

, their questions, answers, comments is a critical

 ingredient. Next slide,

 please. Another important element is you have the scale we created.

 This is not unique to

 us. Adi mentioned Maturity Model

s they work in this way, give dimensions,

 leadership, process, capability and procurement. We have kept

 that simple. Other models have a lot more elements

 to them we have also adopted a very similar sort of

 scale of level 1-

5 informal

, defined repeatable

, managed, optimal

: We have given direction. . If you are doing this you are

 probably at Level one, doing this at level two.

 The process is for you to try to work out what

 is where you are on the grid. Our resources help you

 place yourself on the grid. But the overall

 resource is if you are at level

 two for leadership next step is to go to Level

 three. You might jump to five but

 more likely you will

 find something going to Level

 three. Keeping it simple, you are at level

 two for example, go to Level three then four.

 The grid is a framework nice and simple

 you can use and share with others. This slide features in

 all of the decks to show people where they are on the

 scale. Next slide, please, Kelly. This is deliberately -- you are not meant to be reading this.

 For those of you who can see it, this is what the grid look

s like if you stand a long way back

 to it the same five by

 five but with deal, sets a goal for the dimension,

 gives you bullet points you can use. We

 may adapt it in the sense of how adaptable

 and useful the bullet points are. We have gotten to the

 point where you really publish this. This is us using our

 knowledge and Adi and Robin's experience to say

 this is a good way to judge whether you are at Level

 three or two. I have obviously shown you the

 whole picture. That is what the grid contains. What we have added

 is taking a practicing make it view for you.

 Have a look at these, see where you think you are on

 this scale

. Nicks, please. If you are want to know

 whether you are at level one, two, three,

 four, a have a look at the things in the boxes in the grid.

 Level two the vision statement is

 drafted (Reading) [See

 Screen] We are saying you need to have a vision

 for why you are working in this

 area. Totaljobs Mimouna mentioned. Want to be part of the

 employment space. Have they stated that, put that down? Is

 it clear to people? Is it in their business plans?

 On a completely separate question at Level

 3 do you have an accessibility statement on your website and

 up apps. Are you doing the work to make sure

 that your website and apps you are delivering to customer

s, internal services if

 that is relevant? Are you identifying the accessibility issues that you know

 about and sharing that knowledge. An accessibility statement is part of

 that process, fulfilling your visit. so that is what that

 grid is for and it's got the detail. We are

 not going into that today. We can answer individual question

s about those bits and Bobs. Depending

 on your organisation some of that makes

 more sense than others. You should know right

 across the scale: Are you confident you have a clear vision

 of why you are doing this or at early stages really need

 to work on this and get senior level buy

#NAME?

ing you place on here where you are then looking to the

 next few squares ahead thinking which of the

 things can we pick off in terms of the things that make

 sense of things that we are part of. Can I have

 the next slide, please, kill. You then can see the

 logic is that you can place yourself on the scale. So

 this is one of the slides in the downloads.

 This is an example where this organisation is saying

 there is level 1 for vision, level

 2 leadership, level 4 processes

 4 processes, level two for capability and right up at level

 5 for procurement. The obvious next step for this organisation is

 to look at Vision which seems weak compared

 to the other strengths it has and maybe leadership and capable

 at level 2 it would be great to

 focus on these level four and

 five, process of procurement might be

 worth having a nibble at that, to see if there are hole s in some of

 the stuff being worked on that could be improved. But

 they are only trying to move to the next square along

 in any of the areas. This

 broadly giving a map of where

 you are at and a map of where you want to go.

 You can go back to the grid

 to see. In the first workshop where

 are, second where you want to go

, next steps. Looking at the grid, picking

 out the steps and the way

 things that might be useful to you to

 move on. Next slide, please, kill. Pretty good on that.

 Said we were going to go to

 1:30 to be ready for Q&A. I think we are. I am going to pick a

 question off the list here. Certainly, if you have questions about anything

 you have seen, anything that has not been addressed so

 far, please start dropping them into

 the Q&A which I can see in front of me

 now. I will

 start gauging with Robin and Adi on that basis.

 I am going to pick a common

 one. How do you make it case to business leaders

 who have many priorities that it's worth taking the

 first steps in the DAMM. I chose

 you, Robin as the first person

. See the relieved

 look on Adi's face.

(Laughter) MARK: You have been involved in this

 since 1996.

 There is a surge and interest in diversity and inclusion.

 That is a shift in the past few years we have not

 experienced before. I guess the starting point is it is

 always difficult to make the case for

 this sort stuff isn't it from your experience or rather

 certain trigs you can play with

. ROBIN: This is a

 strong business case there are carrots and sticks.

 Four, five years ago we would hear the question why

 should we bother about accessibility. I am not even sure we have

 disabled customers. You know, it has been a

 legal requirement arguably since '

95 the disability discrimination about

. And certainly 1993 a memorandum was published

 that made it clear that digital was part of it

 and the Equality Act made it really clear. I don't need

 to mention the accessibility bodies, accessibility regulations

 that came in 2017 really made

 someone it is up and listen. For the first time ever the government identified

 a body for Monday touring and another for

 issuing finds. Because

 it is a government practise we can put

 in FOIs to

 find out who has been transgressing, who has not levelled up to compliance

 across the pub sector. This is

 for people who procure in the public sector as

 well. Unfortunately Brexit we did not

 get equivalent legislation from Europe which

 covers other sectors. It is a legal requirement and the

 business case is very strong. Where do you get that information

? Well we have if you search for business case on

 our web say, we have a downloadable brochure, loads of articles

 and information summarising why it is a very compel

ling business case. There are recent publications

 like the click-away

 Perform

 Performed that identifies the spending power out there

 and how easily you can use that by

 accessibility. Even though disabled customers

 are tenacious -- Adi I are blind. We work hard

 every day dealing with accessibility or poor usable. Even

 technical compliance to the guidelines doesn't mean that we are

 going to have a good experience. So,

 we really try hard but often we

 just don't make it. So we will definitely go elsewhere if there is an

 alternative service or site that we could use or maybe go

 to the mobile app or whatever it

 is. Accenture have done a brilliant report

 if you search for that with

 disability business case. It is the right thing to do. As

 Mark was saying, I think everybody is on that

 page now. The diversity kind of carnival or festival is brilliant

 but disability that community tends to

 get for again in the overall kind of celebration of diversity

. So organisations like the valuable five-

, Caroline Casey if you

 contacted them, said, look, we have

 got a C Suite that are unconvinced,

 then she will come and really do a

 job on them

. Seeing that people have sufficient times to be able to do things.

 After the DAMM process, it will be as efficient a

 process as possible. So, it will

 be business as usual, really. This is going to get you to

 that point. But, yeah, if you need to --

 people to be convinced,

 then, Adi as he mentioned earlier, will go and

 do a job on people

 too. ADI: You make me sound like a

 hit man (Chuckling). ADI: So,

 use people like

 Adi and Carolyn to convince people. The

 carrots and the sticks are brought together in nice, digestible documents with loads of research to back it up. Anything

 there to add, Adi

. ADI: Really comprehensive. I also would just add to

 that, it is important to see what

 your competitors are doing in this space as well. That can

 be a quite good source of motivation

. So, if competitors are slightly ahead of you

 on this journey, then, sharing

 their examples is also

 -- because accessibility is progressive, it forces you to

 make a more inclusive product; making a better

 product

. Accessibility also is not just for your customers. It allow

 allows you to -- the DAMM process allows

 you to look at your

 o see where there are gaps in the digital accessibility of your systems,

 in a way. If they are not accessible then you

 can't have people with disabilities working for your organisation,

 making it less diverse and that obviously

 impacts your products and as much as. So

, yeah it's good to bring that angle into

 it also

. ROBIN: If you are using a phone, July being it

 in your hand, noisy cafe,

 bumpy bus,

 shiny glass, sunny day, everybody accessing your services

 have the same requirements just for a shorter

 period. If you have inclusive products and services

 compatible with the guidelines compliant

 and have been tested ideally with end users

 with lived expense experiences either within your

 lived experience or customer base we can help

 out as needs be. Your products will be much

 easier to use, extremely usable.

 For people kind of using them in extreme

 edge cases most people mobile on

 a daily base it will be a better product as well. A lot

 of the user case documentation I talked about before,

 points at this as well. We are not actually just talking about

 disabled or primarily disabled people. If

 you just go by the numbers with the smaller group

 that will be helped by inclusive design,

 the guidelines to get you there happen

 to have been written for us but you are going to

 benefit every

 user. MARK: That is really helpful. I will add in a couple of things. I think

 when we encounter this question as we do

 routinely -- you know, we generally are

 brought in by somebody who thinks this

 would be a good thing to do, maybe a customer we have been working

 with sometime. They don't feel the case is made, don't feel

 they get the support they need or resources they are

 expect it has been

 true sometime we refer to this lone evangelist

, people who think disability is a priority. Possibly

 they feel theatre only one in the organisation who gets it. Now, that

 shift is happening over the last four, five years

. I am thinking what we have done at

 Tech Share . I still

 think it is the case that you probably are an

 advocate for change in your organisation that others are not

 necessarily understanding or prioritising.

 There is no silver bullet for that. I think the reality

 is still there, particularly

 around disability particularly around digital accessibility. Those are in a sense poor cousin

s of other inclusion and diversity topics and

 I think another part of that is that

 the tech can feel quite challenge: How do we

 make our product is accessible? What does that mean? What is

 working? How do we test this stuff

 stuff? There is lots of detail in there that can get

 in the way of people joining in the process. So

 it is very understandable, I think, that it can feel

 that you are really pushing water up hill

 at that point first, just set the scene and say you are not alone in that

. There are lots of other people around you trying to do the same thing

. There is a network on LinkedIn

 Champions of Accessibility network full

 of people once in that lo

ne evangelist

 role getting connection. Many set up champion networks as

 a means of mobilising the people

 they support that sum asks up to me in

 a mantra: You go with the stones you roll you are not

 going to change everything all at one time. If you

 issue an invitation to

 come joint Maturity Model pros; it has to did with disability, show the

 resources, the people get it are the ones who turn up

 and the ones who turn up are the ones who are

 going to make things happen. Don't

 hold off because you don't have senior buy-in from

 everybody you think of. Have tactics

 to show people and bring them in

. Keep movement you can keep moving even if you are only addressing

 one small part of the picture you think needs to be addressed

. That process drives you forward to the framework, brings

 credibility, opens doors to communication that you

 didn't have before. So it isn't the answer that

 brings people in but actually by

 moving forward they may turn up and join you as well. I think

 the other thing to say that I think

 is a current tactic worth addressing is to look at where

 diversity and inclusion has got to in your organisation. I has

 been a priority for organisations a long

 time, particularly the organisation here. There is a

 ceiling people hit with question and inclusion. There are other issues

 where technology and accessibility won't be

 such a key question around disability inclusion

 within the workplace, your customer base and all of

 the other aspects of D & I. There is a

 technology component. So there is a ceiling you will naturally hit

. So if you engage with the D

 DI leaders there will probably

 be an element of accessibility, a lack of progress in that area.

 So what you are doing is going to where they are working and

 trying to identify problems that they are trying to solve and then

 try to fit the Maturity Model around that

 rather than bring them over to a completely new territory. So

 you are looking for where in the organisation there might

 be blockages already where this is sort of well comment

 we haven't anybody here from Legal and

Compliance. For a long time our work was driven

 by compliance teams of people like banks

 says saying there is a risk here you need to address that. That is still

 true, quantifiable and still organisations

 see addressing risk as much as a business benefit.

 Be aware internally there may be people who are interested

 in the fact that they are actually

 -- Robin skipped through the laws of legislation

. They are interesting, and out there. If you trade in the US in particular

, if you have any footprint across

 Europe, things are changing rapidly

 and your organisation may face risks didn't know

 they had. These are all hooks you

 can hang O people may say I am here because I

 need to understand the legal risks. They are all there, there is lots of information on our

 website about and out

 there about the business case. You have

 to make sense for your? The other thing we say from people

 we are working with saying please don't stop,

 wait, hold off until everyone is on

 board. Take the first one. You are looking at a

 six-knowledge action plan at a minimum. What are you going to be doing

 in six months' time? Maybe revisiting the process

, getting more people involved drawing them into the conversation. Maybe

 this is as much as you achieve. But you

 will have a framework. Stepping stones you can take

. So I hope that helps. Looking

 at milestones and small steps. I like this

 one. Adi if you are

 looking at people you worked with, what sort

 of milestones could you kick out? How

 do you know things are working, moving forward if you are the

 person taking this on, what are you looking for in the

 early stages and onwards. ADI: Yeah it is

 a good question. I think one of the statements you mentioned

: Go with the stones that roll. I think it is important to understand

 that it's a journey.

 And you need some momentum. So if

 you can find perhaps actions

 that are quick wins, low-hanging fruit

, to get a little bit of movement, I think that's

 important. Because what can happen in the process is that

 you can

 become over whelmed. We showed the grid earlier on,

 where people, as an example, a grid where

 you could see where the

 organisation -- an organisation was in

 the five dimensions. I think procurement was at five.

 I don't know what organisation that was, Mark. MARK: (Chuckling)

. That was obviously a dream land on that

 one (Chuckling). ADI: Yes. A lot of the time most organisations

 are at the beginning for each of those dimensions.

 So what can happen is

 you end up with a really long list of actions and

 you can get into overwhelm because you don't have the budget or the

 resources to get those actions done or the

 expertise, perhaps. So it's really

 important to understand, have a list -- you could have a long list of

 beings as a little wish list

; but start off with a manageable list

 of a few actions that you can do and it's

 really important to allocate those actions

 to people in the organisation and that will help

 you to kind of get some momentum

, move forward and you can have a long list of actions

 that are the key ones that you can hit.

 I think at beginning it's really important that you don't get

 overwhelmed. Robin did you want

 to add to that?

 ROBIN: Sorry about that, I was turning my fan off

 because I was so hot. And then I couldn't

 find the Unmute. Big milestones I think at the earlier stages as Adi says don't get discouraged that you are going to

 find yourself at level one or two that is the

 normal please then how on Earth do we

 get up to level five. Little by little as

 Adi was saying. I would argue some of the success

 cry teary some of the items that you

 can tick off or put in place earlier

 on I would argue are milestones because they are absolute

ly foundational in terms of pulling

 some resources together so people know where to go

, getting comms out about those

. Setting up a champion support group, network or tribe

 or clan, all of these words are used.

Getting people on board and getting moment up

 behind it isn't going to be potentially challenging for

 you. I would argue they are milestones

 and will help bummed the momentum going forward. So I

 think, yes, early on, don't get discouraged

. Those are sort of doable things that you can put in

 place that actually will feel foundational

 and feel quite big when you look

 back and how they will help the process.

 As Mark was saying, how much many people you can get around

 the table in the beginning, going you through the process is en

 enlightening even if you want to revisit

 in six months time and we would argue that

 you should revisit six months time

 seeing that how many of the points you have been able to

 knock over and how you

 can progress. Getting the C Suite buy

#NAME?

 agenda, getting it into people's job descriptions

. Making people have ownership of it. Getting some comms

, internal comms out saying guys there is

 an accessibility in oafs, let's start using it, please.

 Particularly people who are going to use Word

 or Outlook email for external-

facing comms and marketing,

 et cetera. Because this will make a huge

 difference in the level of inclusion that

 you have got both internally and externally

 as well. There are simple early wins that you can

 look back on saying oh, wow

 they really helped us get momentum

 going. Is. MARK:

Those or really helpful tips. I was thinking about some of

 the people who worked with who started off as

 the lone evangelist. It

 was not obvious where the support was coming from. When you

 run the meetings you don't necessarily know who is going to turn

. There are a couple of clients I

 can't name but they are big organisations and somebody turned up

 to one of the sessions, the person who was our client

 didn't know them well. After the meeting they said that was

 fantastic that person was there because I never have been able

 to connect with them. They didn't connect with

 them before the meeting but they turned up at the meeting and that opened the

 channel of conversation. That became for them a milestone

, to beginning getting that

 person hooked in and work together on collaborate on it.

 So they could come from any corner. This is a

 massive organisation. It came from in terms of

 the person's role. The other

 thing I would mention that we haven't yet that

 person was interesting because they were the lead in the

 disabled employees group.

 Firming allies where there may be a natural connection --

 their job role was separate. They happened to be the lead

. And they were at a senior level. In the employee

s group. Looking for places where there will be allies

 and connections and try to find the links,

 building. See what they are working on, how much they

 connected into the disability strategy. That is why we are

 saying just get going, there will be things for you, you

 will find these connection.

 ADI: I think one of the beauties of going through the DAMM process,

 people tell us the actual

 fact or the bringing of different people from different parts

 of them in the one place talking

 about accessibility a lot of the times this is the first time it happen

ed in the organisation. Just the conversations and

 the insights that happen from doing that process is

 a quantum leap for a lot of people with respect to

 accessibility. So, just going through the process

 is a really powerful exercise.

 MARK: Yes. One other question. I think this

 moves us nicely into the

 advanced section of the questions. What common barrier

s do you experience moving to higher levels of maturity

 on any of the scales and how can you overcome these.

 So, I guess at the early stages we tend to find

 awareness, roles, responsibilities, people building

 it into their work plans, having a single

 place they find things, following common every day

 practise. As we move into three,

 four, five we look at people optimising being really good at this. I think we have worked with

 organisations good at this in various

 ways. Robin, barriers in an organisation strong in

 process, threes and fours what are the next step

s for them and how do you build that into the next stage

 of development? ROBIN: I think

 the main challenge and it comes back to the

 headings of the Levels which is defined. When you define

 at level 2 that means you know what you are doing.

 You have the job description in place, have guideline

s that people follow. Going

 on to 3 it is repeatable''

 repeatable' means that people start

 to do it.

Processes have been optimise

ed such that they are gl into what people do. You

 not only have the documentation. People know where

 they are, start referring to it, know how to use the tool

s. You have defined some interrace.

 Now you are rolling out that training and it is repeatable, brought

 into people's job descriptions, on board, that

 sort of thing. So people start to be aware of what to do and

 have the skills sets to do it. Then

 level 4 you have managed which is really it is embedded

 and it is business as usual. People know what

 they're do? You are looking at the most cost

 efficient, least surprise-

driven approach. That's really, really good. If you can get

 to level 4 that is absolutely brilliant

. Level 5 with optimised you start to

 take -- what I would argue is an optimal

 internal situation at level 4 and outreach

 is level 5, so taking that best practise,

 reaching out to networks, to other organises,

 sharing that best practise, being active in the community

 and you do actually learn from that. It's a very enlighten

 enlightening process. So, you will improve at level

 5 but that's really about having a really

 good internal set yon being able to share that with

 other people and learn from other people. So, once

 your house is in order you can really start -- you

 can do it a lot sooner, obviously and

 we would argue you should do that to help get to

 level 4. But you are really active in that

 community, will present at Tech Share

 Pro sessions and should be attending those sessions to help with the

 overall journey. But, yeah I think that kind of

 gives the shape of it (

Someone coughing). I can't remember

 the original pressures. MARK: The barriers

 likely to be around resourcing you probably went from the stage

 of low hanging fruit and other

 stuff and probably crunchy territory

. ROBIN: Earlier on and the barrier or challenge

 is around making sure you are monitoring

 internally and everyone is doing what they should be

 doing. The hard work is earlier on. Much

 earlier on. MARK:

Adi do you have anything to say in terms of

 pushing organisation into the upper level of

 achievement. ADI: Definitely training and resources

. As Robin said it is harder at beginning.

 Once you have people on board, the vision in place, the leadership in

 place, once your processes are there then it

 becomes business as usual. As

 Robin was saying at Level 3 it is repeat

able. Then I think it does become easier.

 Stage 4 is

 a manageable stage, that is when you monitor

 the accessibility program is at the top table. Deliverable for the

 organisation.

When it is embedded in the organisation it becomes

 easier. Lower down, the challenge

 is really budget and time. but what we realise

 is as Mark said sometimes you don't know who is going to be your

 ally and who is going to help you in this process. It

 is really key, later on, to talk about, create a buzz

, create awareness. Once people are aware

 of the benefits of accessibility it affects real-

life people, then people get on board a lot of

 the time from not being aware

.

MARK: I think as well, thinking about who we worked with

, that initial stage of awareness, you need to keep repeating

 it. You know, it doesn't just happen once.

 You don't just run one -- have

 one disabled person talking at your company Day

 and then suddenly everybody

 understands, bringing people into the conversation, thinking about how

 it relates to their work, the

 empathy and personal connection.

 Relatives and friends will be as meaningful as what you do

 in the workplace. I think that foundational

 part of it, thinking about how individuals even understand what we are

 talking about in the first place, that is an ongoing process. That

 doesn't change at any particular level. It is just that you

 may have more senior buy-in and resources at your

 level. Certain things you continually need to go back to

: People don't necessarily know what you are talking

 about. You need to draw them in and feel comfortable

 and safe talking about this. Question here: Does

 it help if the organisation has a clear disability policy

 for both employees and customers? My answer

 would be that that would be fantastic

 of and action to take.

 Trying to remember if we lean the on anybody like that. That would

 be a useful connection to make. If you do have that

, that is an obvious connection to do it upon.

 I am wondering, can you think of anywhere we are seen

 that in action, the internal approach told disability and inclusion

 has been a real signifier in

 terms of Maturity Model?

 ROBIN: I think it is important in the accessibility

 champions network not just to go

 for like mined developers, designers, who feel passionate

 about inclusion. If you are a large enough organisation to have an E

RG for disability or just a diversity

 ERG then definitely get them on board as

 well. They can be advocates. They can

 advocate on your behalf

 at the C level or wherever it might be

. They would provide valuable input because they have

 experience et cetera et cetera. I seat two as being almost hand

-in-glove. An organisation that doesn't have

 anything to say about disability internally, you might

 be up for

 an up hill struggle to get sign

off on sourcing and resourcing.

 We get diversity

 policy that is do not

 cover disabilities, it is not even

 whispered.

MARK: I think the disability

 element of that diversity stuff is something if you are

 looking and I side your own organise the

 people saying disability strategy and policy is not strong

 enough, they would welcome your support. Because that

 is who we find turning up at these meetings

 saying oh, yeah, we have got that problem too. Nobody

 is really listening to the

 . If you have a strong disability policy and

 key leaders in the area, that would be easier to

 get them on board an ease

 rather sell than the people not involved in that. I am taking

 the last question there. I am looking

 at there is also a question here about different lived

 experience. I am going to quickly

 read that. So how do

 disabled people keep up with all of the different and specific

 abilities beyond their personal lived experience? If there are group

s of people within the organisation focusing

 on the needs of people with particular disabilities and impairment,

 how do we connect that across into a bigger framework.

 I think that is a really good question. I think it is a

 part of the challenge of maintaining an accessibility

 plan and Maturity Model: What

 it is connecting to in other activities because it is not

 only standalone. Neurodiversity

 is obviously something people are more aware of

 than a few years ago, probably hype the agenda

. That does not mean it knocked the other

 issue s in second place they need to be

 handled in different ways. We are juggling the

 priorities. Look at ways to connect the

 events. Need to continue to bring aware

ness and repicks attention on an

 ongoing basis it is not a one-hit wonder,

 it is an ongoing journey. The

 framework has five dimensions in it that are useful. We have seen

 it in action. But it is subtle how you interpret

 that in your organisation, so you will look for opportunities

 to connect. So I am going to run a poll now and

 the poll is: After attending this session,

 how confident do you feel

 implementing the DAMM

 now

 [See Screen]

 Obviously we want loads of 5s.

 You still may not

 be as

 confident as you want to be T maybe we have pushed

 it. We are conscious it is

 very different when delivering for paying customers. We

 have time allowed to work with people

 we obviously have relationships with people already

 so know people in the organisation. That is typically who we

 delivered it for. In the case of trying to imagine

 how it works four you, downloading the lovely documents

 and magically making them work, we are interested in how big

 the gap send how we can help to fill it. As well as any

 questions you have answer -- asked today,

 we will document these we will share a survey to you. Please feed your

 questions to us. This is the end of the first year

 fours of having the Maturity Model, working with paying customers, building

 the model it is we are confident we have all

 of the right ingredients there. We need

 your help to make it work when you are doing it we are not

 in the room. You can help

 with that. When you see the survey post event and

 have any other questions for us, please, keep asking us

. There is lots of stuff we can do to help

 we are thinking of training courses in the future.

 We have resources we can share. We

 think they are in the documentation if not we will add

 those as we go along. Please share something

 you think would have helped when you first came across it we

 can do to make it all likely to work

 four. I am very pleased to say that there is nobody who has answered

 the question -- there are only 15 of you

 left from 25, 30 earlier. Nobody is lacking

 confidence or not confident at all. Four of you are okay

 about it, five of you are feeling confident and

 one person is feeling very confident.

 Great news and a shift that we have done something positive

 to help you. So I think the final stage for us,

 really, is to say thank you for coming and thank

s foreign gauge and giving us some questions

 we can answer. The next step is over to you.

 If you want help, those of you into filled in

 the survey and asked for the 30-minute

 consultation that will be with Adi or Robin, that

 is a chance to dig deeper in your own

 questions about your own organisation. I am not quite

 sure what response we had to do but if there are places

 available we will find a way of adding the people who

 attended saying you showed up if you want

 another 30 minutes of time attention to your own question

s we would love to give you that support as well. That

 will be something that will come around once the dust has settled

 on this particular process

. Our final mentions for AbilityNet stuff

. We have a 10% discount code if you want

 to do more training. We have lots of training

, digital accessibility legislation anyone talking to

 compliance team. And accessible social media.

 Loads of training courses we run. Affordable

 training. Online only at

 the moment. AbilityNet.org.uk. We sell this to

 customers. It is possible to buy time from us

 to help run the process and anyway we have

 all of our accessibility services that maybe relevant to you

. Make sure, if you need help, that you are speaking

 to us. Although it says sales there they are not

 a sales team? Quite the way you expect. They are really

 up for talking to you about what you want to do. They talk

 to people every day are clear about the priorities that you

 have and resources you may find useful

. We do not sell you anything that is not useful to you

. They may be good to call as well as anyone else

 to get a sense of what you could be doing in the organisation

. Cool so other questions and commenting are coming

 in here

 Jo says four or five confidence

. Thank you. Do get in touch if you have any questions

. You will fill in a survey. We are going to send it to

 you. We have a study

 with is Sky

 Scanner (phonetic). Working with them

 to implement themselves and the newsletter

 you can hear about our future work

 in this area. Thank you so

 much, Adi and Robin. As I said in the beginning we have been working

 together on this sometime. So I know that you

 have two people here who really

 have their hands dirty (Chuckling) on these sorts of

 questions over time. There are plenty

 more nugget s in there. If you have not booked into the

 30-minute session these are the people you will be talk to

 and give you personal attention.

 Thank you very much we will see you very soon, hopefully.

Thanks Mark