



**WINDRUSH
NATIONAL
ORGANISATION**

Advocating Today For A Better Future

**2020
2023
Delivery
Strategy
For The
Windrush Status
& Compensation
Scheme**

22nd September 2020



In Dedication

"This strategy document is dedicated to our elders, the pioneers of the Windrush generation who travelled to the UK to help in rebuilding Britain after World War 2; a place they considered home. The challenge of inequality that they had to bear has sadly passed on to their descendants. In memory of those that have fallen, this is dedicated to them which endured the egregious Windrush Scandal yet their courage, faith, dignity, humility and grace in the plight of such injustice continues to be an inspiration to us all today. In the ongoing fight for justice, truth, equity and reconciliation we will make a difference and prevail".

Bishop Dr. Desmond Jaddoo

Chair

On Behalf of the Board and Members of the
Windrush National Organisation

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Executive Summary

WINDRUSH NATIONAL ORGANISATION (WNO) is an assembly of independent advocates, advisors, solicitors, community activists and legislative reformers from around the UK formed to address and overcome barriers affecting the so-called Windrush generation and their descendants living in the UK and abroad who have the right to UK status and or compensation. The WNO Strategy is a communication and engagement road map to empower communities to enhance, improve and deliver the Windrush Status and Windrush Compensation Scheme (WS & WCS).

The WS & WCS have been set up by the Government to help people get the right documents needed to apply for settled status as recognised British Citizens following incorrect procedures and policies being implemented by government departments and to recompense those who have suffered financially emotionally, physically and vocationally prior to and after receiving their challenged status. Successive governments and its associated agencies failure to adequately support and engage the public, together with arduous application forms, poor public community engagement and mistrust has resulted in a limited delivery of the WS & WCS. Therefore alternative and improved working practices to empower the community to help deliver the WS & WCS must be readily considered and adopted to achieve greater outputs and outcomes. A summary of the WNO Strategy is as follows:-

i) Marketing & PR

To strategically lobby and become a national and operational nominated preferred supplier to help achieve a large number of people accessing their status in the UK and for the claimants to receive the appropriate amount of compensation funds wherever applicable. To champion, defend and be a voice for the rights of those affected with Windrush challenges, conflicts and unjust treatment. Engage and promote projects in community hubs, centres & social activities and meeting places in partnership with or independently of government agencies using a suite of media tools, information, advice, documentation and printed promotional material. Obtain sponsorship from the Home Office to finance WNO activities in partnership with other government agencies and national funders to help deliver the WS & WCS.



ii) Engagement

The purpose of this engagement strategy, is to ensure that the purported 50,000 - 80,000 people in the UK and overseas who are impacted by this are reached and their needs met in terms of status and compensation using the following ethos of Advocacy, Education, Empowerment, Fulfilment, Ownership, Partnership, Support, Trust and Confidence for an effective delivery of the WS & WCS. Ensuring coverage of all key areas, to link with as many people as possible in a coordinated and methodical way to reach affected people who need support and raise awareness to wider community who can also help us engage if we equip them with the right information. In addition to this, the development of a nationally coordinated group to assist local groups and also provide the link between the grassroots and the Home Office. Training people through WNO to increase the capacity of Windrush Groups to successfully advocate for applicants and claimants around the UK and overseas. Ensuring the coverage of all key areas, to link with as many affected people as possible. The children and grandchildren need to be involved in the conversation as they in turn may suffer the effects of a Windrush situation. Stories of the elderly need to be captured together with projects that inspire, educate and overcome the barriers. The strategy needs to be owned and run by the Community and not the Home Office if it is to succeed. Enhance engagement locally, creating allegiances with other hard to reach affected groups from the Asian, African and other Commonwealth Countries. Local representatives organise local conferences and seminars linked with Windrush events and Black History Month events.

iii) Compensation Claims Assistance

The Windrush Stakeholder Advisory Group will bring together community leaders and advisors in compensation, immigration and community issues. The primary purpose of the Group is to advise and work with the Home Office on engagement and outreach to promote the WS & WCS, and on actions to improve the Schemes' operation. The Group will also advise on wider issues linked to Windrush, respecting the parameters of existing frameworks governing those issues. There should be a fund in place to support organisations that are advising the Home Office and providing compensation assistance to the community. The recommendation is that the Home Office put money into WNO and also the JCWI Windrush Justice fund. JCWI can then launch bidding rounds for the funds for Windrush groups as they have been doing previously to those who were providing Windrush Scheme and compensation claims assistance. (See Appendix A)

iv) Crisis Strategy

WNO recognises that the impact of the actions of the UK Government, implemented by The Home Office has had a substantially detrimental impact on a significant proportion of the UK population, over a prolonged period. The impacts of these actions need to be addressed now and in future. We call upon the UK Government to plan to meet the presenting and long-term needs of those affected.

We seek improved access to Emergency Payments to meet urgent material needs and for funds to be made available for relevant community interest organisations to address the immediate material needs of those requiring urgent practical support with basic needs. We urge that these statutory

organisations do not deny access to their support or services, and do not withdraw services based on status for affected individuals and/or their families.

We recommend that each person affected has access to a professional assessment of their circumstances and holistic needs to implement a care and support plan, advocate, and case manage until outcomes are achieved, in order to promote equality, recovery and to address the longer-term impact on those affected.

We consider that this can be achieved through the ring fenced funding of social care professionals specifically for this purpose, in order to address any additional pressures on local authorities but also to facilitate prompt access to support (Compare to HIV/AIDS funded social care provisions/grant of the 1990's). Alternatively, this could be outsourced to appropriate agencies.

We consider that these support arrangements will be required in the long term in order to address the discrimination and inequality experienced by those affected and this will be required for up to ten years, however there should be no delay in the provision of arrangements to meet these needs pending a national impact assessment and specific research as detailed below.

A national impact assessment should be completed to inform further policy and practice in relation to the long-term needs of those affected by The Windrush Scandal. Funding should be made for specific research that will inform policy and practice in relation to the long-term needs of those affected by The Windrush Scandal, within an agreed time frame for these activities over the short, medium and long term stages over a two year period between April 2020 to March 2022 and if necessary beyond this time frame.

v) Bereavement Strategy & Covid-19

In recent months, sadly Windrush claimants have passed away leaving many families in disarray and not knowing where to turn particularly when it comes to finances and who to turn to for support and representation when assisting families through the bereavement process. In line with the understanding of culture, it is clear that the Home Office needs to be trained upon understanding the cultural differences and requirements of various Commonwealth communities in this regard.



Marketing & PR Strategy

Introduction

Advocate and overcome barriers to help develop stronger communities is the purpose and formation of Windrush National Organisation. 'Advocating Today For A Better Future'

The Windrush Scheme and Windrush Compensation Scheme (WS & WCS) have been introduced to address and put right the wrongs for those affected by the incorrect procedures and policies implemented by the government departments during the process of people residing as or applying for status as recognised British Citizens and to recompense those who have suffered financially, emotionally, physically and vocationally prior to and after receiving their challenged status.

In relation to the Windrush Scheme for UK Status there are two types of status claims:

- ❖ Right to live in the UK indefinitely
- ❖ Right to UK citizenship

The Windrush Scheme is carried out by the Home Office who have set up a dedicated team called the Windrush Task Force who are now endeavouring through a free service to assist people seeking to gain their UK status. This service by the Task Force is provided as one to one surgeries at roadshows organised by the Home Office or through roadshows and referrals by local community groups and agencies in partnership with the Home Office. The Windrush Scheme is open to Windrush Generation, Commonwealth & EU Citizens. More work and an engagement plan are needed in this area to reach as many people as possible.

In relation to the Windrush Compensation Scheme there are three alternative application forms that can be completed by potential claimants

- ❖ Primary claimant
- ❖ Close family member
- ❖ Representative of an estate

These formats of the claimant forms are considered inhibiting factors to achieving a greater outcome of application involvement due to the following restrictions:

1. Application forms are too long i.e. too many questions, having around 30 to 40 questions to complete and not crystal clear grammar to be understood.
2. Claimants put off by further red tape and administration.
3. Potential claimants may not be aware of their rights or qualifications to receive compensation.
4. Not enough awareness of WCS within the Caribbean communities.
5. People originally from non-Caribbean nations unaware of their rights to also apply through the Windrush Compensation Scheme.

6. There is no available information about levels and amounts of compensation people could potentially achieve, to give an indication of whether the trouble of completing the claim form is worthwhile. I.e. the time it takes to complete the form and the collation of supporting evidence may be counterproductive and not cost effective.

7. Seeking the relevant evidential information may not be as forthcoming as one may hope for living and deceased claimants.

8. Government departments unwilling to share the list of potential claimants as referrals to local advocacy support groups to enable grass root links to be made with claimants, is this due to GDPR issues?

The eight items of restriction and the effects of the hostile environment have created, mistrust and confusion, with a low take up and a slow programme of rectification, compounded by low compensation funds causing distress or disengagement to all those affected and in need of support and help. The identification and reality experienced over the past three years of successive governments, associated agencies and commissioned national contractors purporting but failing to support and engage the public, has resulted in limited sign posting, lack of awareness and ineffective promotions and take up of the government Windrush schemes. Unyielding arduous application forms and poor public community engagement has led to the formation of a national forum of independent advocates, advisors, solicitors and community activists who aim to serve and support those affected by the ongoing Windrush scandal of people being unable to readily determine or be accepted as British citizens or wrongly detained and under threat of deportation by the government and the Home Office.

Addressing and overcoming these barriers are the main reason and purpose of WINDRUSH NATIONAL ORGANISATION.

WNO is witnessing the detrimental effects on people's lives due to government's 'hostile environment policies and practices. WNO will strive to advocate for those affected and will engage in practical and strategic operations to make lasting changes to deliver effective outcomes for those in need.



The approach that WNO will take to engage further with those affected by the Windrush Scheme and the Windrush Compensation Scheme is to adopt a road map that will increase take up of both schemes and also to have a reduction of unjust Home Office deportations. To train advocates to assist those in need, further educate and inform the public of their rights and opportunities of the various avenues, to sign post those affected to the appropriate immigration advisers and gain suitable representation from the legal system and judiciary.

Aims

To serve the people in need who are affected by the unjust harsh treatments and inequalities of the Government and Home Office policies, legislation and practices by giving practical guidance support advice for fair resolutions and better life chances.

- To bid, win, promote and deliver an 'alternative' national or strategic regionally connected advisory/advocate services as a nominated or preferred Home Office or government agency commissioned supplier and be a replacement or an alternative pathway to the existing unpopular national one year contract that has been in place since April 2019 between the Home Office & Citizen Advice.



- To reach as wide an audience and customer base in raising awareness of the Windrush Scheme; the Home Office Task Force status application procedure; and help deliver an effective Windrush Compensation Scheme with greater outcomes.
- To strategically lobby and become a national and operational supplier as a nominated or preferred supplier to help achieve a large number of people to take up their opportunity to greater effect. Also to maximise their position and status in the UK and for the claimants to receive the appropriate amount of compensation funds wherever applicable.
- To champion, defend and be a voice for the rights of those affected with Windrush challenges, conflicts and unjust treatment.
- To provide timely up to date information and dispel or reduce any myths or concerns associated with Windrush and to build confidence with the public to embrace the Windrush scheme and Windrush Compensation Scheme.
- Be a national organisation with clear outputs and outcomes using or creating best practice throughout its stakeholder groups and external advisors & supporters, promoting the work of the WNO & advocate groups locally, regionally, nationally and internationally.
- To monitor, evaluate, challenge and submit reports to government and its

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associated agencies with improvements for the betterment of the communities we aim to serve.

- To promote media footage about our work and our tasks as champions of the Windrush legacy and to place a pitch for funding targeted to interested stakeholders including the Home Office and various institutions, businesses and Trusts in the UK.
- To identify and promote ourselves as a movement of social and political reformers.
- To work with our other sub groups to create relevant media footage.
- To use local designers and printers to design, produce and circulate:
 - ❖ Posters, Flyers, Pamphlets
 - ❖ CD's, DVD's
 - ❖ Newsletters
 - ❖ Mobile phone APP's
 - ❖ Digital information signage kiosks (similar to Black Cultural Archives historical interactive screens)
 - ❖ National Advertisement using bill boards, buses, trains, car stickers, and stationary
 - ❖ YouTube and video productions of information and guidance
 - ❖ Marketing merchandise e.g. cups and mugs to keep people interested in supporting the WNO aims and objectives
 - ❖ A suite of mobile stalls, kiosks stations as drop in advice centres for public events at external or internal venues
- To timely progress ourselves towards charity or social enterprise status engaging and write up a needs and requirements list for starting our work in the above causes highlighting our objectives with SMART objectives:
 - ❖ Short-term - 0 to 6 months
 - ❖ Medium-term - 6 to 12 months
 - ❖ Long-term goals - 12 months towards the next 2 years

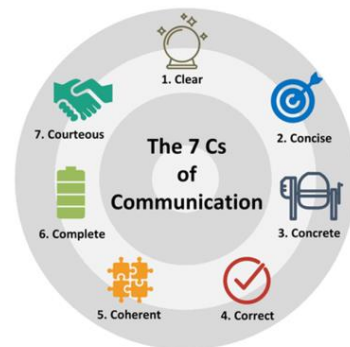
Objectives

	Implement By
• Engage and promote projects in community hubs, centres & social activities and meeting places in partnership or independent of the government agencies using a suite of media tools and information, advice documentation and promotional printed and electronic material.	Ongoing Mar 2023
• Use local, national and international media outlets to increase information and raise awareness, using platforms such as radio, television, newspapers, magazines & journals.	Ongoing Mar 2023
• Produce fortnightly or monthly Windrush topical information show with articles on radio blogs and TV.	Oct 2020 Mar 2023
• Use various social media platforms to inform and raise awareness using existing affiliation platforms and dedicated WNO productions.	Ongoing Mar 2023

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- Create a dedicated WNO website home page with links to each affiliated group Sep 2020
- WNO to be a vehicle for young people, students and researchers to engage and develop their skills by supporting the strategy outcomes e.g. media support, administration support, network support, legal support and research support. Nov 2020
 - ❖ Connecting people with Status and Compensation legal support
 - ❖ Collate information from key groups and institutions
 - ❖ Map and timeline of national events
 - ❖ Disseminate updates and analysis
 - ❖ Historical analysis and testimony



- Have a sustainable and relevant media platform to raise greater awareness of who we are and to promote our cause towards improving race relations to champion social and political justice in the UK for the Windrush generation and their descendants. Nov 2020
- Creating a public photo album where members from the Windrush generation can donate a picture from their local history and compile a public album to promote our history as a legacy in pictures; Also to show short films of our history and to publicise our heritage in different media forms, including at some point local roadshows highlighting our work and building awareness of our key representative areas. Nov 2020
Jun 2021
- To showcase the history of the Windrush Generation and their children and document through footage and photo archives a brief short film of our legacy as citizens from the Windrush Generation from the Caribbean and wider Commonwealth nations. Jun 2021
- To liaise and lobby local national and international politicians to support our aims and objectives to defend the rights of those affected using agreed communication tools and templates. Ongoing
Mar 2023
- To raise funds to help promote and sustain the WNO work and projects so they can be effectively delivered. Oct 2020
Mar 2023
- Create a universally accepted brand, logo emblem and strap line that will be recognisable for WNO as a strong unified body for change and for good. Sep 2020
- WNO executive to nominate key speakers for each region and a main WNO speaker for all national and international press releases using advice and input from Sep 2020

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specialist WNO group affiliates, thus to reduce conflicting and misguided or ill-informed information going out to the media and public. *Using official lines of communications and key lines of enquiry*

- Lobby for claimant forms to be less onerous and reduction in questions or create a two stage application system.

Sep 2020
Sep 2021
- Lobby Home office and politicians to support applicants having access to advocate advisors to assist applicants completing their forms and for this service expense to be accounted for as an additional cost in the total amount received for compensation claimants.

Ongoing
2020
- Lobby Home Office and the Government to officially recognise WNO in a public statement and to encourage and signpost all commissioners' offices across the UK to supply satisfactory information to enable WNO engagement with the many claimants who have yet to come forward.

Aug 2020
- Lobby and or create an increased marketing and promotions campaign using bill boards, flyers, posters in communities and cultural centres, bookies, pubs, places of worship, hospitals, cafes, restaurants, and places of work. Create a suite of dedicated YouTube video advertisements using local people and or celebrities, actors, sports personalities, local and national TV and radio advertisement campaign. Promoting on daytime TV, evening news and current affairs programmes.

Oct 2020
Mar 2021
- Commission a thirty second to one minute maximum 'PPI claim' type promotional advert with a suitable budget to roll it out nationally.

Oct 2020
- Utilise the Windrush stakeholder's advisory forum with effective and skilled community champion/ambassador representatives from regions throughout the UK meeting the Home Office to discuss and progress the WCS and advise and consult to implement a programme of targets and milestones to ensure the scheme is effective for all concerned and if necessary extend the claimant deadline. *(The extensive lobbying by WNO members and others has extended WCS from March 2021 to April 2023).*

Oct 2020
Mar 2023
- Encourage family members and supporters of the Windrush Generation to become local influencers encouraging elders or siblings to apply for WCS and discuss matters with the Home Office Task force for citizen status matters.

Oct 2020
Oct 2021
- Lobby, challenge and work closer with High Commission Offices and their governments to seek out those who need assistance who live in the UK or have returned to countries of family origin and help those who may not be aware of their rights under the WCS.

Sep 2020
- Formulate a team of social influencers in those countries affected using similar financial resources to assist with the awareness and promotion of the WCS and WNO.

Feb 2021
- Lobby the Law Society and relevant agencies to introduce a nominal pro-bona fee arrangement of legal advisors for claimants who may need approved solicitors or professional advisors in completing the claim forms and its assessment and appeals.

Sep 2020

- Campaign during public events and or organise cultural events to attract people and have a captive audience i.e. domino tournaments, gospel shows, theatres and music band productions also during Windrush Day and Black History Month. Oct 2020
Oct 2021
- Provide support and training for local social influencers with the resources to enable community engagement at public events e.g. Windrush Compensation stalls, mobile stands, information kiosk with iPad, tablets and pamphlets etc. Oct 2020
Mar 2023
- WNO will monitor and evaluate the inputs and outputs of all 30 recommendations of the Wendy Williams Lessons Learnt Review and to provide a report on a six months period to the Home Secretary's Windrush Cross-Government Working Group and to Wendy Williams QC. Mar 2021
- Anything else that can collectively and effectively assist during the course of delivery Ongoing
Mar 2023

Generate Funding Streams

- Set up a Charitable or Community Interest Company Sep 2020
- Open a dedicated bank account or use an existing Windrush organisation to fulfil WNO financial transactions. Sep 2020
- Home Office and additional government agencies to fully or in the main finance and sponsor the WNO activities. Oct 2020
Mar 2023
- Set up a crowd funding platform Oct 2020
- Apply for grant funding from charitable arms Oct 2020
- Seek corporate sponsorship and partners offering benefits in kind Dec 2020
- Annual fund raising events May 2021
Mar 2023



Strengths

- Strength in numbers
- Growing affiliations being in one accord
- Leadership
- Vocal lobbying group
- Passionate to action and do better
- Creative use of limited resources



Weaknesses

- No nationally recognised leadership
- No national voice
- Disaffected unengaged customer base
- Government polices practices and legislations
- Lack of funding, limited resources to deliver our aims and objectives
- Poor market research or data base of affected Windrush groups and individuals
- Not focusing on the key task and being distracted by other agendas
- Lack of political support

Opportunities

- A new national voice
- Develop new markets
- Work in collaboration with other like-minded groups and agencies
- To challenge and gain support from the government, its agencies, local, national and international politicians
- Create new allies nationally and internationally
- Have dialogue and generate discussions for action
- Intergenerational work via young people helping to deliver and create new vocations
- Carry out research and implement recommendations
- Change legislations and increase of public opinion and support

Threats

- Government polices practices and legislations
- Lack of funding to deliver our aims and objectives
- Lack of operatives to deliver strategies
- Duplication from other groups
- GDPR
- Being led rather than leading national agenda - reactive rather than pro-active
- Disparity of growing affiliations being in discord with one another
- Far right policies preventing scope for change

Outcomes

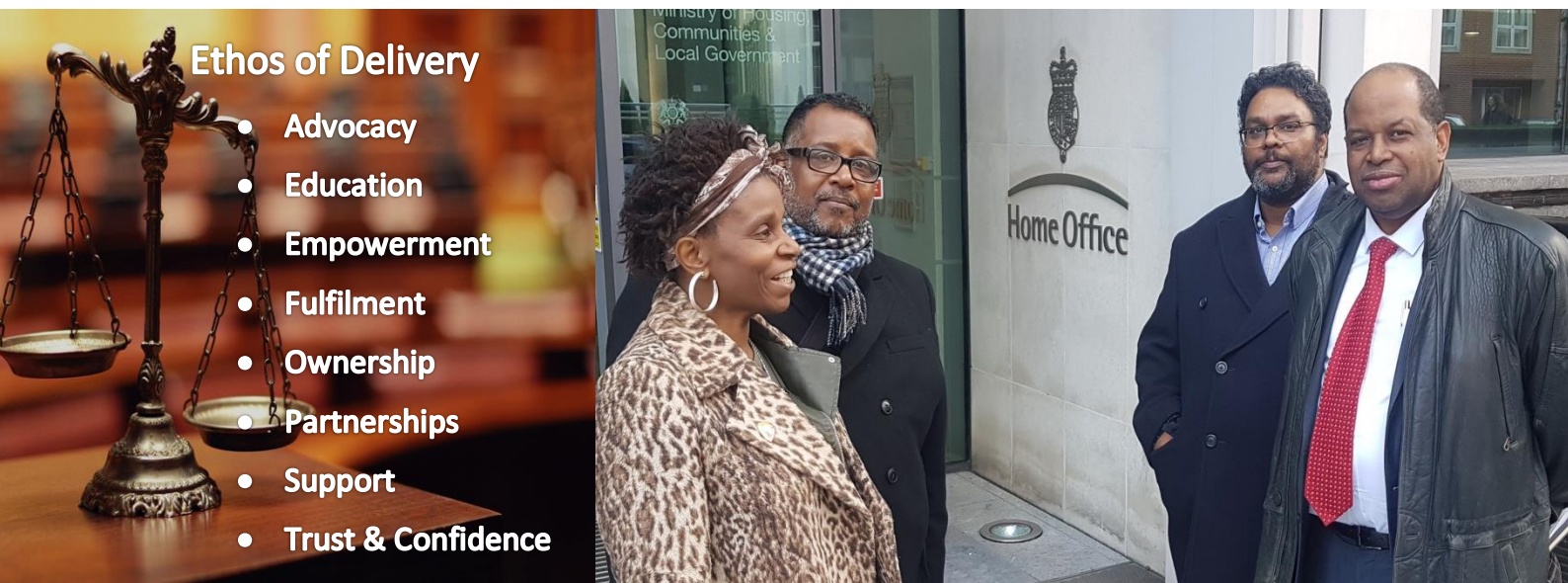
- ❖ WNO becomes a real true voice of change increasing the involvement of individual claimants and communities receiving fairer treatment and representation to achieve their status and compensation.
- ❖ WNO deliver investment projects that develop and strengthen communities.
- ❖ WNO generate a solid platform to raise aspirations for the communities' benefit
- ❖ WNO actively supported by the wider UK community and government agencies on social inclusion and cohesion.
- ❖ WNO create stronger connected institutes of regional organisations unified in tackling other injustices, discrimination and inequalities of those in need.
- ❖ WNO build stronger connected and informed communities throughout the UK and abroad as a force for good.



Engagement Strategy

Purpose

The background to the Windrush scandal is a matter that has been well documented and we do not seek to elaborate on this further, as the purpose of this engagement strategy is to ensure that the purported 50,000 - 80,000 people impacted by this are reached in the UK and overseas and their needs met in terms of status and compensation.



National Engagement

The purpose of the strategy is to harness a strong network of Community Champions and other relevant organisations that bring together a tool that deals with all the effects of the Windrush scandal.

Ensuring the coverage of all key areas, to link with as many people as possible in a co-ordinated and methodical way to reach affected people who need support and raise awareness to wider community who can also help us engage if they are equipped with the right information. In addition to this, the development of a nationally co-ordinated group in order to assist local groups and also provide the link between the grassroots and the Home Office.

The strategy needs to be owned and run by the Community and not the Home Office if it is to succeed.

International Engagement

There is a clear need for an international strategy as having explored the Caribbean experience, it has been realised that there appears to be a developing two tier approach in dealing with Windrush applications. Overseas applications appear to be addressed to a different standard, in comparison to an in-country application. Therefore in view of this we need to:

- Arrange regular international engagement through outreach trips to areas affected such as the Caribbean, Africa with a focus on Nigeria and Ghana and also India, Pakistan and Bangladesh (this list is not exclusive).
- These outreach trips would involve UK workers along with community representatives; a potential delegation of approximately 10 people being six Home Office and four community representatives, with ideally a minimum of bimonthly trips lasting one week.
- This delegation should initially be led by a Government Minister, which would attract the rightful level of publicity in order to commence the all-important engagement.
- The tools of engagement would be similar to that required in-country, however, there is a need to demonstrate a commitment in reaching out to those that require particular status, as already done, some research is showing that there are young people in the Caribbean who were born of British parents and are having difficulties also.

Localised Strategies

Each locality will be different depending on their demographics, large, small, where and how they are able to access and receive information. There should also be a facility which can be easily utilised to input an opinion and an active voice to relevant issues and to liaise with national bodies and community organisations that are linked into a larger strategy to keep the structure uncomplicated.

In each local area things will differ, there will be identical or similar approaches making the collation and use of local data essential in order to be consistent and effective, such as:

- The number of individuals and their dependants that have been affected
- Numbers that have come forward
- What is their origin - commonwealth country or other?
- Number of cases that have been dealt with by agencies appointed the by Home Office

Identity of National Engagement

- Clearly Identifiable Brand and Logo
- National Structure with national faces led by a Government Minister and Community
- Regional Representative and Ambassadors
- Regional Ambassadors can work with local groups in order to create greater dialogue
- Open lines of transparent communications
- Identifiable literature, outreach and service delivery
- Clearly identifiable faces

Identifying the barriers to engagement

- Mass deportation flight
- Lack of an amnesty
- Biased legislation
- Lack of up to date knowledge on government policy and sources of advice

- Lack of a coordinated approach with inconsistent advice
- Lack of funding to set up the online facility referred to above and management thereof
- A national, local aim and objectives for the Windrush Generation and their descendants
- Transparency and honesty
- Egos, power, money, and strength
- British and Black History can be a barrier to engagement for the Windrush generation
- Racism and divisions between groups and organisations
- Miseducation can be a barrier to engagement, i.e. ignorance and a - 'I am alright Jack' attitude
- Fear and suspicion
- Inadequate resources including legal aid to fund a dependable recognised body from the Black community, regionally and nationally to deal with all Windrush matters

Method of Engagement

- Enhance engagement locally via community organisations, churches, mosques, faith groups, local radio, trusted media outlets, local community hotspots
- Facilitate through structured outreach into communities
- Engage with councillors and other local influencers
- Create outreach programmes in the community, with government, schools, universities, colleges, NHS, with all community leaders and businesses
- Secure funding, investment, donations and sponsors
- Work with volunteers and professionals
- Designated representatives from each local area creating allegiances with other hard to reach affected groups from the Asian, African and other Commonwealth Countries. Local representatives to invite speakers from WNO to their meetings to help highlight Windrush issues and galvanise support
- Organise local conferences and seminars to link Windrush with Black History Month events

Outreach

The children and grandchildren need to be involved in the conversation as they in turn may suffer the effects of a Windrush situation. So, the stories of the elderly need to be captured together with projects that inspire and educate. Barriers can be overcome by:

- Creating social media Apps
- Engaging younger media savvy people
- Educational programmes
- Training up others to a certain level to roll out consistent information
- Building good relationships
- Working effectively to create a good credible track record that people have confidence in
- Self-funding and other funding to ensure sustainability
- Including a visual map and list of all key areas we need to engage
- Leads who can identify and contact people we know in those areas using community radio, media, faith groups, community groups, businesses and individuals
- Producing effective simple information with key messages of the risks that could happen to future generations and loved ones if people do not engage

Outreach & tools required

Technical know-how to set up the online facility referred to above. Marketing know-how, data base of contacts and volunteers.

- Easy read information
- Booklets and pamphlets
- Flyers and posters
- Social media messages and flyers
- Apps
- Radio voice adverts
- Administration assistance, to assist in documenting and running the groundwork with individuals and group leaders. Volunteers to assist with further help, support and outreach programmes and support.
- An on-line facility that is easy to navigate as well as linked into other media outlets locally, nationally and internationally. Engagement may also require periodically, visits to places where communities socialise, e.g. barber shops, hairdressers, residential homes for the elderly to be updated with advice leaflets, posters etc.

How this is to be funded

- A national fund raising campaign
- Funding applications
- Corporate responsibility - giving back
- Black, Asian and all other willing business sponsorship, Grace Foods etc.
- Produce a good quality Windrush information booklet and sell advertising space to feature business logos etc.
- Footballers, international celebrities and other donations etc.
- Fundraising dinners, balls, awards events
- Regular raffles with donated prizes
- Donations from global connections
- Government funding, e.g. Home Office, DWP, Health, Education etc.



Compensation Claims Assistance Strategy

Purpose

The Windrush Stakeholder Advisory Group will bring together community leaders and advisers in compensation, immigration and community issues. The primary purpose of the Group is to advise and work with the Home Office (HO) on engagement and outreach to promote the Windrush Scheme and Windrush Compensation Scheme, and on actions to improve the Schemes' operation. The Group will also advise on wider issues linked to Windrush, respecting the parameters of existing frameworks governing those issues.

Objectives

The Advisory Group will not decide Government policy. It will provide a regular forum in which Home Office and other government officials and Advisory Group members will:

- Share feedback and evidence on the operation of the Schemes
- Ensure there is an open and honest dialogue on current and future communications and engagement plans
- Work in partnership with the Home Office to design and deliver the communications and engagement strategy with the aim of promoting the Schemes, maximising reach, and driving up intake
- Track progress against the communications and engagement strategy and agree an action plan with clear deliverables and milestones
- Provide community feedback and insight
- Advise on wider issues relating to Windrush, share best practice and work collaboratively with the Home Office to deliver practical actions to improve the response, recognising the parameters of existing frameworks governing those issues.



Promoting the schemes to increase uptake and confidence

Citizens Advice (CA) are current holders of the contract with the Home Office for claims assistance. There has been little information on the quantity or quality of work of CA. The information is anecdotal that people have been referred to Windrush Groups by the CA although an appointment was made to assist with a Windrush compensation claim. That staff were not aware of the sensitive nature of some of the work and so people were not confident or comfortable with going to the CA. At a meeting with CA in Leeds it emerged that there had been no referrals for the City from the Home Office. There had been no enquiries about assistance with the compensation scheme. There were training materials on dealing with general enquiries but there were no training materials for dealing with Windrush compensation claims. It was stated the work would require a full-time member of staff and the current spot purchase rate was wholly inadequate for the CA to deliver due to the complexity of the compensation claims process to package a claim. It was stated staff needed to be made aware of the Compensation Scheme and would welcome collaborative working with Windrush groups to develop culturally appropriate best practice. It was stated general public awareness of the Windrush Scheme and Compensation Scheme or where there was support available was extremely lacking.

Additional thematic topics to be adopted

Law reform

- People have been affected by the Windrush scandal even if they had legal status, such as those who came to Britain from Commonwealth countries before 1973 and their descendants. They and their descendants have been subjected to cruel and inhuman treatment including deportation, loss of employment, housing and services including the denial of prompt medical treatment. Lord Kerslake, the former head of the Civil Service, told BBC's Newsnight that some in government had warned that the way the 2014 Act worked was 'almost reminiscent of Nazi Germany.'

We believe

- Home Office officials have frequently used the Hostile Environment legislation to deprive migrants of their right to live and work in the UK even if they have legal status. The Windrush Compensation Scheme may not compensate all victims for all their losses and is being unreasonably slow to pay out.
- Many of the current problems have their roots in the racist 1971 Immigration Act which ended the right of people from the British Commonwealth to obtain UK citizenship unless they had a parent or grandparent with UK citizenship. This ensured that many white people in the Commonwealth could come to the UK but denied the same rights to most black people from the same countries. The right of abode should be restored to the Windrush Generation who lived in the UK and their descendants.
- The use of the UK Borders Act 2007 to automatically deport people lacking EU citizenship papers who have served prison sentences is racist, applying a higher standard to black immigrants (who already suffer longer sentences than white people), and has led to people being deported to countries they left as children and where they have no connections, often leaving behind their family.

- New legislation needs to be enacted to protect future generation with a Windrush Act which:
 - Places a duty on public bodies and private organisations to reduce race disparities for outcomes in their work as exposed by the Government's Race Disparity Audit 2017.
 - Establishes a commonwealth community cohesion fund for the development of projects in the UK and the Commonwealth to tackle disparities and rebuild social and economic ties of communities damaged by the Windrush scandal.
 - Returning resident HO guidance - Amend to dis-apply to applicants the requirement to demonstrate continued connections to the UK who previously would have had CUKC status.
 - 'Good Character' HO guidance - Amend to dis-apply to applicants who previously had CUKC status.
 - Reparations - begin a dialogue about its scope and meaning.
 - Community Cohesion - has been damaged by the Windrush Scandal and not only individuals. A community cohesion fund must be established to enable projects that tackle disparities as exposed by the Race Disparity Audit 2017.
 - There should be a fund in place to support organisations that are providing compensation assistance to the community. The recommendation is that the Home Office put money into the JCWI Windrush Justice fund. JCWI can then launch bidding rounds for the funds for Windrush groups as they have been doing previously to those who were providing Windrush Scheme and compensation claims assistance.
 - Training - About 20 people through the Windrush National Organisation will take the OISC Level 1 exam. This was initiated by McKenzie Beute & Pope and will be delivered by the JCWI. This should be built on to increase the capacity of Windrush Groups around the country.
- [See Appendix A](#) - Example of JCWI Windrush Justice fund application form

How we deliver the topics (in & outside of the quarterly boards, task and finish groups)

- The Home Office should respond quickly to perceived delays and derisory pay-outs with transparent explanations to advisory group members quarterly after Parliament and to the public and then work through detailed actions for more improvements.
- There should be clear timelines in terms of response from the HO once a compensation claim form has been submitted to the HO. Home Office to have in place timeline guidance. This will ensure accountability that the assessment process is being progressed along published timescales.

- These timelines should be published and available to the public.
- To have in place a structure of how compensation claims will be managed like the financial compensation claims at court. If there was a small claim that is estimated to be up to £10K then that could be scheduled for an assessment time period to be completed e.g. six weeks. If there was a claim estimated for around £10k to £25K (FastTrack) that could have another target completion time of three months and anything above £25K (multitrack) or a case assessed to be complex due to a number of points of law at issue could be a six month completion period. The assessment teams would need to be capacity built and organised to deal with the three tiers of claims to meet these time scales accordingly.
- To have agreed regular visits to the compensation claims processing centre to meet with the manager of the case workers dealing with claims by a compensation task sub group from the Advisory Group. The task group would get feedback on the quality and standard of claims that were coming through from the CA or any new contractor and the rate of processing.
- Replicate any training that the CA has to the community organisations that are providing compensation claims assistance.

Topics that should be prioritised

- Provision of funding resources - for Windrush Groups carrying out work to support Windrush Scheme and Compensation scheme support to people affected and for awareness raising.
- Communications - to raise public awareness of the Windrush Scheme and Compensation Scheme.
- Development of culturally appropriate best practice.
- Forge strong links with organisations and/or individuals that can provide subject matter expertise on these topics.



Crisis Strategy

Introduction

Windrush National Organisation recognises that the impact of the actions of the UK Government, implemented by The Home Office has had a substantially detrimental impact on a significant proportion of the UK population, over a prolonged period. The impact of these actions needs to be addressed now and in future.

We call upon the UK Government to plan to meet the presenting and long- term needs of those affected.

This includes:

- People who are known to the Windrush Taskforce (around 8000 people)
- People who are not yet known to the Windrush Taskforce
- People located internationally who may have been deported or prevented from entering the United Kingdom or otherwise affected
- Relatives of the above

Determining Needs

Human Needs are wide and varied and may include physical, emotional, psychological, mental health, environmental, material, financial, health and care related and more.

We recognise that each person's circumstances and needs are unique and can change over time. We also recognise that people must have the opportunity to access appropriate support to promote equality, recovery, and to address the impact of the discrimination experienced.

Addressing Immediate Needs

We propose improved access to Emergency Payments to meet urgent material needs.

In addition, funds should be made available for relevant community interest organisations to address the immediate material needs of those requiring urgent practical support with basic needs.

Resources will be sought to establish a Windrush Survivors Network Group and National Helpline for People affected:

- to provide a listening post
- to signpost
- to increase take up of status applications
- to increase take up of compensation claims
- to promote wellbeing
- to gather quantitative information
- to gather qualitative feedback

Addressing Long Term Needs

We consider that a strategic approach needs to be implemented in order to address the longer term impact on those affected and this will require a joint approach including Health, Social Care, Housing, The Department for Work and Pensions and other statutory organisations with responsibility for the welfare of those affected entitled to settled status in the United Kingdom.

In addition, we request that these statutory organisations to not deny access to their support or services, and do not withdraw services based on status for affected individuals and/or their families.

Assessing Needs Holistically

As a starting point, we request that each person affected has access to a professional assessment of their circumstances and needs holistically and that this may be achieved as follows:

Social Work Assessment to assess needs, develop and implement a care and support plan, advocate, and case manage until outcomes are achieved, in order to promote equality, recovery and to address the longer-term impact on those affected.

We consider that this can be achieved through the ring fenced funding of social care professionals specifically for this purpose, in order to address any additional pressures on local authorities but also to facilitate prompt access to support (Compare to HIV/AIDS funded social care provisions/grant of the 1990's). Alternatively, this could be outsourced to appropriate agencies.

We consider that a professional assessment needs to include assessment of the following category of need:

- Housing and Accommodation
- Financial
- Physical
- Health
- Emotional/Psychological and Mental Health Related
- Disability Related
- Cultural
- Family/Parental/Caring Responsibilities
- Education, Training, Employment
- Social, Community and Leisure
- Peer Support-Self Directed Support
- Other

We consider that these support arrangements will be required in the long term in order to address the discrimination and inequality experienced by those affected and this will be required for up to ten years, however there should be no delay in the provision of arrangements to meet these needs pending a national impact assessment and specific research as detailed below.

Research & Impact Assessment

We recommend that a national impact assessment is completed to inform further policy and practice in relation to the long-term needs of those affected by The Windrush Scandal.

We also advocate for specific research that will inform policy and practice in relation to the long-term needs of those affected by The Windrush Scandal. And within an agreed time frame for these activities over the short term medium and long term stages over a two year period between April 2020 to March 2022 and if necessary beyond this time frame.

Rationale

Theories of Crisis Intervention are well documented in the literature and are embedded in statutory services, policy and practice. The Windrush Scandal is unique in the history of the United Kingdom and whilst there is emerging research in this area, more needs to be done to meet the crisis needs of those impacted by the actions and policies of the Home Office that led to this situation, and to explore, evaluate and document the impact of 'stand alone' support for individuals and families whom have been impacted by the actions of the Home Office in this regard.

We note existing barriers to people accessing existing mainstream support services, and that the crisis needs of people impacted by the Windrush Scandal are not always understood, prioritised, assessed or met in a timely manner.

As such, we recognise the benefits of funding for 'stand alone' crisis arrangements for those impacted by the Windrush Scandal.

The benefits of stand alone services for people impacted by the Hostile Environment and resulting Windrush Scandal include, but are not limited to opportunities to;

1. Respond in a timely manner
2. Meet the crisis related needs of those impacted
3. Build trust, confidence and promote support seeking behaviours amongst the client group
4. Provide bespoke support and services
5. Develop a range of services that would meet the needs of the client group
6. Contribute to the literature through a range of research methods

There is anecdotal evidence that mainstream statutory services have failed to meet the crisis related needs of those impacted by the Windrush Scandal.

As such, failure to provide prompt funding in this area raises concerns about the United Kingdoms' commitment to 'right the wrongs' attributable to the Windrush Scandal.

Furthermore, failure to provide 'self directed' funding for Crisis support will also demonstrate a lack of understanding of the importance of meeting crisis needs, providing a 'safe space' in which people can access advice, support and services, and would contribute to concerns that the Home Office and the UK government are unwilling/unable to completely commit to putting things right in the short term, mid term and long term, for those impacted by the Hostile Environment and the impact of this policy on 'Windrush' people, their families and descendants.

Bereavement Strategy

In recent months, sadly Windrush claimants have passed away leaving many families in disarray and not knowing where to turn particularly when it comes to finances.

It is therefore suggested that throughout the national church networks, assistance can be provided, by way of the Home Office and gauging the clergy, who will in turn be able to arrange support and representation when necessary in assisting families through the bereavement process.

The levels of support required, will of course vary from case to case. It must be clearly understood that there is a culture in many Commonwealth countries to honour and celebrate the lives of our loved ones, hence cultural understanding is absolutely crucial.

In line with the understanding of culture, it is clear that the Home Office needs to be trained upon understanding the cultural differences and requirements of various Commonwealth communities in this regard.

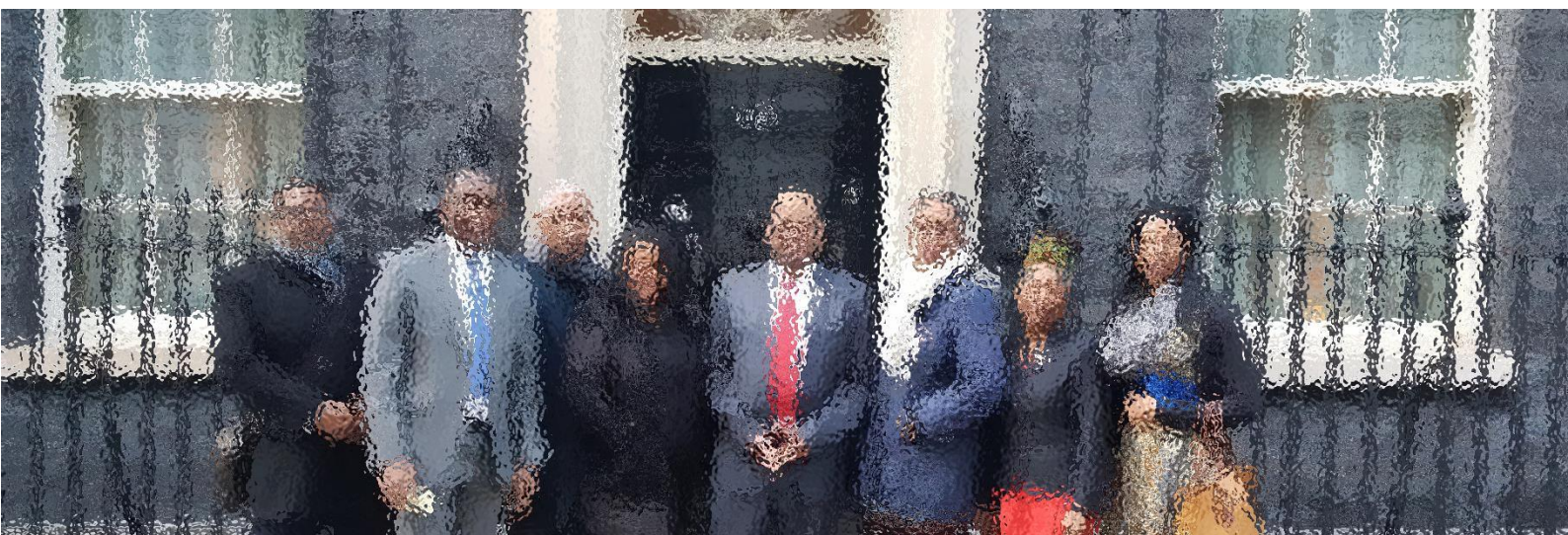
The Impact of Covid-19

Covid-19 has disproportionately impacted upon the African, Caribbean and South Asian communities.

It has highlighted many of the health inequalities that we have been facing for a numbers of years, which has led to many deaths within our communities. This has also been highlighted by Professor Kevin Fenton's review for Public Health England on behalf of the Secretary of State for Health.

The Challenges being faced :

1. The disproportional impact of some affected have died without resolving status and or compensation.
2. These have created posthumous claims for which there are further complications.
3. Has slowed the engagement process, in terms of the all-important face to face community approach in order to build trust and confidence.
4. Despite there being remote and virtual platforms, it does not have the same impact particularly in terms of overcoming the trust and confidence barriers.



Therefore, the WNO are seeking to ensure that the tangible partnership between, the Church, Para Church and Community Organisations are further consolidated in order to send out trust messages to at least maintain Windrush and the assistance available on the agenda and ensure that hope is not lost by those affected. In addition to this, arrange virtual assistance until restrictions are lifted to facilitate a personal touch, that renders fruitful outcomes. Through our national position of trust, WNO will establish a Windrush Survivors Network Group.

Although, this has clearly hampered engagement, it has not stopped it and the WNO will be seeking further partnership within localities to ensure that the bridges that have already been built remain stable.

Covid-19, has further exacerbated the pre-existing health inequalities that are faced by the Windrush Generation and has demonstrated a clear need that this is also tackled urgently by government. The message from the pandemic is that complacency is not the way forward, however, there is a need for clear, definitive, strategic action to ensure that justice is delivered.

The WNO will advocate this moving forward and intends to work with the Home Office to ensure that these inequalities which have been highlighted by the pandemic are also addressed.

WNO Response to Windrush Lessons Learned Review Report by Wendy Williams

The WNO are clearly aware that the Windrush Lessons Learned Review report by Wendy Williams, places the responsibility on the Home Office to raise its standard and implement all 30 recommendations of the report. The report not only focuses predominantly on the major internal cultural changes required by the Home Office but also on how the institution engages with the communities it is supposed to serve. The WNO recognises that some of the report recommendations resonate more strongly with our strategy document in terms of status, compensation and engagement with those affected by the Windrush Scandal. We will be paying particular attention to the following three recommendations in this regard:

Recommendation 3 - In consultation with those affected, and building on the engagement and outreach that has already taken place, the department should run a programme of reconciliation events with members of the Windrush generation. These would enable people who have been affected to articulate the impact of the scandal on their lives, in the presence of trained facilitators and/or specialist services and senior Home Office staff and ministers so that they can listen and reflect on their stories. Where necessary, the department would agree to work with other departments to identify follow-up support, in addition to financial compensation.

Recommendation 4 - The Home Secretary should continue the Windrush Scheme and not disband it without first agreeing a set of clear criteria. It should carry on its outreach work, building on the consultation events and other efforts it has made to sustain the relationships it has developed with civil society and community representatives. This will encourage people to resolve their situation, while recognising that, for some, a great deal of effort will be required to build trust. Look beyond the Caribbean.

Recommendation 8 - The Home Office should take steps to understand the groups and communities that its policies affect through improved engagement, social research, and by involving service users in designing its services. In doing this, ministers should make clear that they expect officials to seek out a diverse range of voices and prioritise community-focused policy by engaging with communities, civil society and the public. The Windrush volunteer programme should provide a model to develop how the department engages with communities in future. The same applies to how it involves its staff in feeding back their information and knowledge from this engagement to improve policy and the service to the public.

The Windrush National Organisation will challenge the Home Office to raise their standards of engagement, communication, operations, outreach, consultation, reconciliation and understanding of the individuals, groups and communities it affects by :

1. Monitoring the Home Office's progress in terms of the timely implementation of all 30 recommendations.
2. Maintaining dialogue with the Home Office and hold them to account on progress.
3. Assisting where possible or by commissioning in terms of the Home Office's delivery of the recommendations, with a particular focus on Truth, Reconciliation, Education and Healing.
4. Feed back to the Home Office our findings in terms of updates.
5. Feed back to Wendy Williams in terms of our monitoring of the Home Offices performance.
6. All of the above will be done through a monitoring panel of three to five members of the Windrush National Organisation.
7. Bi-Annual monitoring reports will be produced and fed back accordingly.



Appendix A



Introduction

More than a year after the country learned about the Windrush Crisis, far too many people are struggling to access the kind of support that can help them piece their lives back together. This fund, made possible by the remarkable generosity of the public and supported by the Mayor of London, Sadiq Khan, aims to provide much-needed support to many community groups and grassroots organisations who may struggle to make ends meet but who nonetheless go above and beyond to help.

The fund, launched by Patrick Vernon OBE and JCWI aims to support a range of services and activities, including groups and organisations assisting people with applications to the Windrush Taskforce and the Windrush Compensation Scheme. It will offer small grants of between £200 and £5,000 to grassroots and community organisations.

Objectives & Expected Outcomes

The Windrush Justice Fund will provide micro-grant funding of between £200 and £5,000 to community groups and small civil society organisations with demonstrable expertise and reach, to support ongoing or planned outreach and advice work intended to help people affected by the Windrush crisis to resolve their immigration status, rebuild their lives and access hardship or compensation funds.

The objectives are to:

- Add capacity for civil society to deliver advice, support and community organising activities for and with people affected by the Windrush crisis;
- Provide community engagement and outreach with vulnerable/at-risk individuals and groups;
- Make connections between community groups and pro-bono legal advice;
- Raise awareness within communities of the available routes for regularising or confirming immigration status under the Windrush Taskforce, assisting people with applications under the scheme and monitoring the outcomes of these applications;
- Assisting people who wish to access the Windrush Compensation Scheme and monitoring the outcomes of these applications;
- Using community engagement, outreach and advice work to collect and study data about the impacts of the Windrush crisis and using this information to raise concerns about ongoing or unaddressed problems.

Who Can Apply

Applications are open to community groups and small civil society organisations with a strong track record of working with members of the Windrush generation and with their communities to address the challenges they have faced as a result of the Windrush crisis.

Applicants will be expected to demonstrate:

- Ability to deliver a successful event or appropriate outreach activity;
- Ability to reach target audiences, particularly those most vulnerable or at risk;
- Ability to set clear objectives and evaluate the activity;
- A clear plan to overcome barriers that the target audience may face in accessing support.

All grantees will be required to provide a short pro forma report after the funded work has been completed, outlining the numbers of people reached, the support provided, outcomes achieved and any follow-up work that is being undertaken. This will allow us to ensure that funds are appropriately spent and that the right audiences are reached as well as determining whether there is a need for further rounds of funding to be made available.

Assessment Criteria

We reserve the right to ask for clarification on applications over the phone or via email. Qualifying applicants will then progress to the next stage of the evaluation process and be assessed using the scoring mechanism below:

<i>Criteria</i>	<i>Evidence</i>
Strength of proposal to deliver the activities	Your application must show: <ul style="list-style-type: none">- Value for money;- Strong & robust plan to deliver support to the target audience;- A plan to evaluate the event.
Relevance of previous engagement with members of the Windrush generation and their communities	Your application must include: <ul style="list-style-type: none">- Examples of past engagement with relevant communities, including with those most vulnerable or at risk;- Relevant partnerships with other organisations or individuals.
Extent of ability to reach members of the community and understanding of the issues	Your application must show: <ul style="list-style-type: none">- Clear understanding of the groups most at risk and the support they need.- Recognition of the barriers these groups face in accessing support.
Likelihood of success	Your application must show: <ul style="list-style-type: none">- A clear plan for delivery and evaluation;- An appropriate project lead or team to oversee the work (including short biographies of the team).

How to Apply

The fund will re-open for applications in early November 2019. To apply for this grant funding, please complete the online application form no later than **31 December 2019**. If you have any questions, please contact us at windrushjusticefund@jcwi.org.uk

Successful applicants will be notified by email.

Online Application Form

Here you'll find all the questions you'll need to answer on the online application form at JCWI.org.uk/WindrushJusticeFund

Please note: you won't be able to save an incomplete online application. You can use this document to prepare your answers offline.

About You

- Name:
- Job Title:
- Organisation:
- Phone Number:
- Email Address:
- Postal Address:
- VAT Number (if applicable):
- Charity Registration Number (if applicable):
- Company Registration Number (if applicable):
- Do you have permission to apply on behalf of the company or organisation named in this application?
- Please describe the function and priorities of your organisation*:
This should include: objectives, number of staff (including short biographies of team assigned to this project), number of volunteers and details of any organisation(s) you may partner with to deliver this project.

About Your Project

- Are you requesting funding for activities in London?
- Please summarise your request for funding
This should include: target audience, boroughs, towns or regions in which activities will take place
How will your project benefit those affected by the Windrush crisis, particularly those most vulnerable or at-risk?

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- How will you ensure that you maintain high standards of safeguarding when working with potentially vulnerable individuals?
- What are your objectives for this project and how will you measure its success?
This should include: a list of the types of activities, number of events if applicable and the number of people you hope or intend to reach.
- Provide details of your project budget:
If you need to upload a separate document, you can do this too.

- Attachments

- References

You will need to provide two referees who can vouch for your organisation's work. These could be a local councillor or an MP, partner organisation, local authority or funder for example. We cannot accept references from another staff member, volunteer or trustee of your organisation.

- NAME OF REFEREE
- ORGANISATION
- JOB TITLE
- WHAT IS THEIR RELATIONSHIP WITH YOUR ORGANISATION?
- EMAIL

The **WINDRUSH
JUSTICE FUND**
Supported by 38Degrees, JCWI and the Mayor of London

End of Appendix A



Contributors to the WNO Delivery Strategy

Bishop Dr. Desmond Jadoo	<i>Windrush Movement UK Birmingham & Midlands</i>	Dawn Hill CBE	<i>Black Cultural Archives Brixton & London</i>
Anthony Brown LLB (Hons)	<i>Windrush Defenders Greater Manchester</i>	Patrick Vernon OBE	<i>Windrush Activist/Lobbyist Central London</i>
Pastor Clive Foster	<i>Pilgrim Churches Nottingham</i>	Glenda Andrew	<i>Preston Windrush Generation & Descendants</i>
Charles Williams	<i>Windrush Movement UK Birmingham & Midlands</i>	Glenda Ceasar	<i>London</i>
Neil Mukherji	<i>Windrush Commonwealth Group Oxford</i>	Jacqueline McKenzie LLB (Hons)	<i>McKenzie Beute and Pope London</i>
Christopher & George	<i>Rhetoric Studios Media Network London/Manchester</i>	WD Legal	<i>Windrush Millennium Centre - Manchester</i>
Cllr Jacqueline Burnett	<i>LWPP Luton Windrush Partnership Project</i>	Claude Hendrickson	<i>AOWCSS West Indian Centre Trust - Leeds</i>
Lorna Markland	<i>ACCDF (African Caribbean Community Development Forum) Luton Bedfordshire</i>	Cllr Amanda Pinnock	<i>AOWCSS (Advocates Of Windrush Compensation Status Scheme) Huddersfield</i>
Windrush Action Members	<i>Windrush Action London</i>	Lucy Nasuna	<i>Nottingham Trent University Windrush Research</i>
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**Windrush
National
Organisation
Delivery Strategy
For The Windrush Status
& Compensation Scheme**



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