

Survivor Liaison Service



**‘WE ARE GOING TO
CHANGE THE WORLD, BUT
LET’S START IN
DONCASTER FIRST’ -
EXPERTS BY
EXPERIENCE.**

Written by Laura - Senior Survivor Liaison Worker

**2021/2022 END OF
YEAR REPORT**

Thank you for all your help so far, I don't know how I would have got through this without the service and support.

Survivors say

Summary of post

The Survivor Liaison post holder is primarily to deliver on ensuring survivor voice is heard and elevating that across the partnership through multi agency working via strategic and operational meetings. This includes reflection on service delivery, performance, policies and procedures. Alongside this was to develop a supportive network for all victims of domestic abuse to help and aid in their freedom from abuse.

Taking up post in June 2021 the main objective at this time was to create an action plan to create a vision of how I wanted the role to be embedded into an already strong multi agency working ethos in Doncaster. This action plan created a solid foundation and included key partners that would be critical in getting survivor voice heard, internally, externally and to residents across the Borough.

Throughout the year the service has gone from strength to strength. With 20 client active cases and growing, a successful Experts by Experience group, the co-production of survivor initiatives and enabling services to see their work through a victims lens.

This report is produced through 10 months of passion, hard work, and is ultimately dedicated the women and men I've had the pleasure to meet alongside the children's voices that have shone through to me via mothers and fathers.

“Without our words they will not know our wisdom -
EEG member”

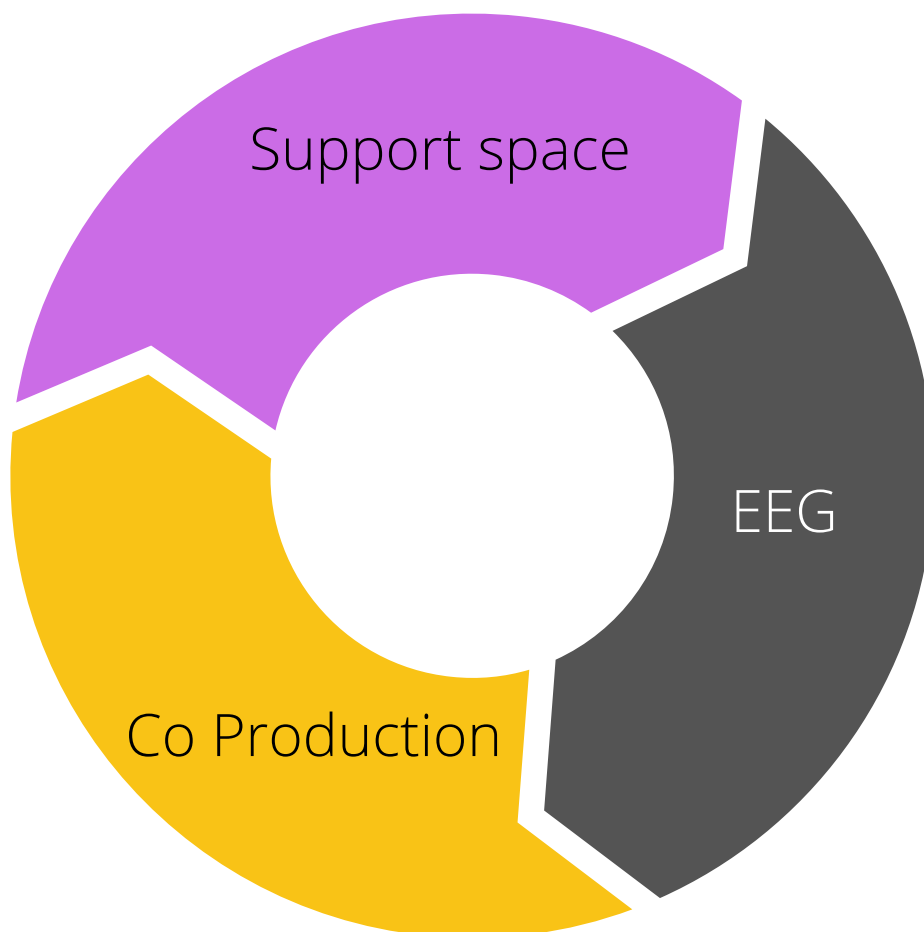
**A page in
dedication of
survivor work**

To the victims/survivors, the warriors, the worriers, I promised you dignity, respect, empathy and compassion and I have done everything in my power to honour your voices, along with the voices lost but who I will always carry with me. You all make me so proud. Thank you for trusting me with your pain, your passion and your truth. This report is a team effort and you are the best colleagues a girl could ask for - Laura.

Empowerment of our survivors

empowerment
/ɛm'paʊəmə(ə)nt/
Learn to pronounce
noun

1. **authority or power given to someone to do something.**
2. **"individuals are given empowerment to create their own dwellings"**
 - **the process of becoming stronger and more confident, especially in controlling one's life and claiming one's rights.**
 - **"political steps for the empowerment of women"**



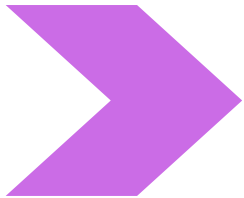
Tier one is one to one support by phone, email, text, one to one virtual meetings and online group support and monthly newsletter with support tips, self care, book club, music playlists and national and local events.

Tier two is Expert by Experience group. Victim/Survivors, women and men allowing us to share in thier expertise and passion to drive ideas, reflect on service delivery and have opprtunities to meet proffesionals to input survivor voice.

Tier three is co-production of new initiatives,survivor led proffessionally supported to meet service need of clients. Survivors attending meetings with services to input thier expertise directly.

Laura you have changed my life!! I had counselling before it didn't work!! I have opened up to you, about the severity of the abuse, and how guilty I felt it had impacted my children!! You never judged me and was always empathetic and non-judgmental. I am half way through the Freedom programme which is like a light bulb had turned on!! You helped me with self-care too!! You are awesome!! And you are funny x so thank you!

Survivors say



Tier One - Supportive Spaces

Tier one has seen fluctuating numbers due to client needs. The reasons for clients leaving this service is primarily to be moved up in support intervention to either IDVA/DAC level. This can include but is not exclusive too;



- Post separation abuse
- Court
- Police intervention

The survivor liaison service has had 30 referrals since June 1st 2021. Of the 30 referrals received for my service;



- 2 were referred back to their IDVAS as high risk cases with escalation in abuse the client was receiving.
- 7 were referred back to a Domestic Abuse Caseworker due to court proceedings /escalation in abuse the client was receiving.
- 3 left the service due to no longer needing the service after being able to move forward with their lives.

Case study

A female (I will call Angela for this report) between the ages of 50/60 was referred in by safer stronger communities. After receiving the referral it was primarily due to historic inter familial domestic abuse being reported. Angela was very isolated and in poverty. After speaking with Angela it soon became apparent that economic abuse and control was still very much a feature in her life and she was still being abused physically. This is where domestic abuse specialist are critical for seeing the abuse where ordinarily it may be missed and training everyone on domestic abuse is vital, as this case. Angela is disabled with limited mobility and dependant on her abusers for her care. She wasn't allowed time with her grandchildren if certain gifts were not bought, she was hit by her mum if she didn't pay money back quick enough she had lent but Angela thought this was normal after suffering abuse and violence her whole life. After noticing some safety issues and not having a recent DASH assessment and I wanted to ensure Angela was receiving the correct level of intervention. I referred Angela up into our DAC service and we then had a current DASH risk assessment from our domestic abuse service who then went through safety planning as her abuser visited her home. Angela did not want to report. Her immediate safety need was met and after a few weeks it moved back down to me. This then frees a caseworker within our service and the victim has support past any crisis point. I am still working with Angela, I speak with Angela on a two weekly basis as she is still in contact with her abusers but this means I can keep a professional assessment of the situation at all times. This would be a hidden victim otherwise. I have worked with Angela to have boundaries with her abusers, I have worked on her confidence to go out to the shops with her mobility aid, and I have signposted in to befriending services and every two weeks I call Angela. We talk about what is on the television to what's happened out on her Asda shop all the while I have my eye on a woman who is at increased risk statistically because of her disability. Angela no longer relies on her abusers for money, she goes out, she has support, she loves doing her hair and nails, and she no longer gets hit. Will she be physically assaulted again, I hope not but I think it will happen and I will be there, no wait list, no her calling for help or not calling it in at all. She isn't high risk but she is still at risk and she will stay under my service as long as she needs me.

Referrals originally came through self-referral methods and via domestic abuse caseworkers, IDVAs and multi-agency partners directly to my inbox but after noticing a trend that some needed additional safety measures which I am not able to implement and to ensure all clients are dealt with in a timely manner the decision was made to centralise all referrals via the hub so they could receive an initial call via our experienced hub advisor who could ensure the clients are triaged to the correct worker.

I risk assess and case review when necessary with management and this means that case numbers are never consistent but at the time of writing are quite stable at 20 women and 1 man needing support.

By me being able to keep victim/survivors under the care of Domestic Abuse services for longer I am stopping these victims having to re refer back into the service. This result is less re traumatisation, much shorter wait times for increased support, and better handovers of cases, increased safety, and better trust for clients. A more flowing journey for the victim/survivor where clients' needs are met at every step of the way be it in increased practical support or increase in emotional support, less external signposting for long term trauma support which in the current funding climate is rare. The fact the service is run entirely on need and not time is an important component to it working so well. I want Clients to say 'I don't need this anymore, I am there, I am free' No longer the days where time isn't our friend. Trauma doesn't watch a calendar and abide by allocated weekly slots and I am in a very privileged position to offer a listening ear and walk by their side until they don't need me anymore. I give tools to deal with perpetrators, I give empowerment, and I give life skills from cooking and cleaning, to journaling and gardening. I do not hold a rigid mirror up to them of Domestic abuse support. I give them their own stepping stones, I help them to lay their own path until they are strong enough to do it alone but I will always be there for them because it's a frightening world once you've been subjected to abuse and violence by those who portray to love you.

Survivors say

My Survivor Liaison Worker has given me immense strength and self-belief that I never thought I would have again. I believe in myself more and feel I have found the strength to be the strong independent woman I've always wanted to be. I am so grateful for all the support.

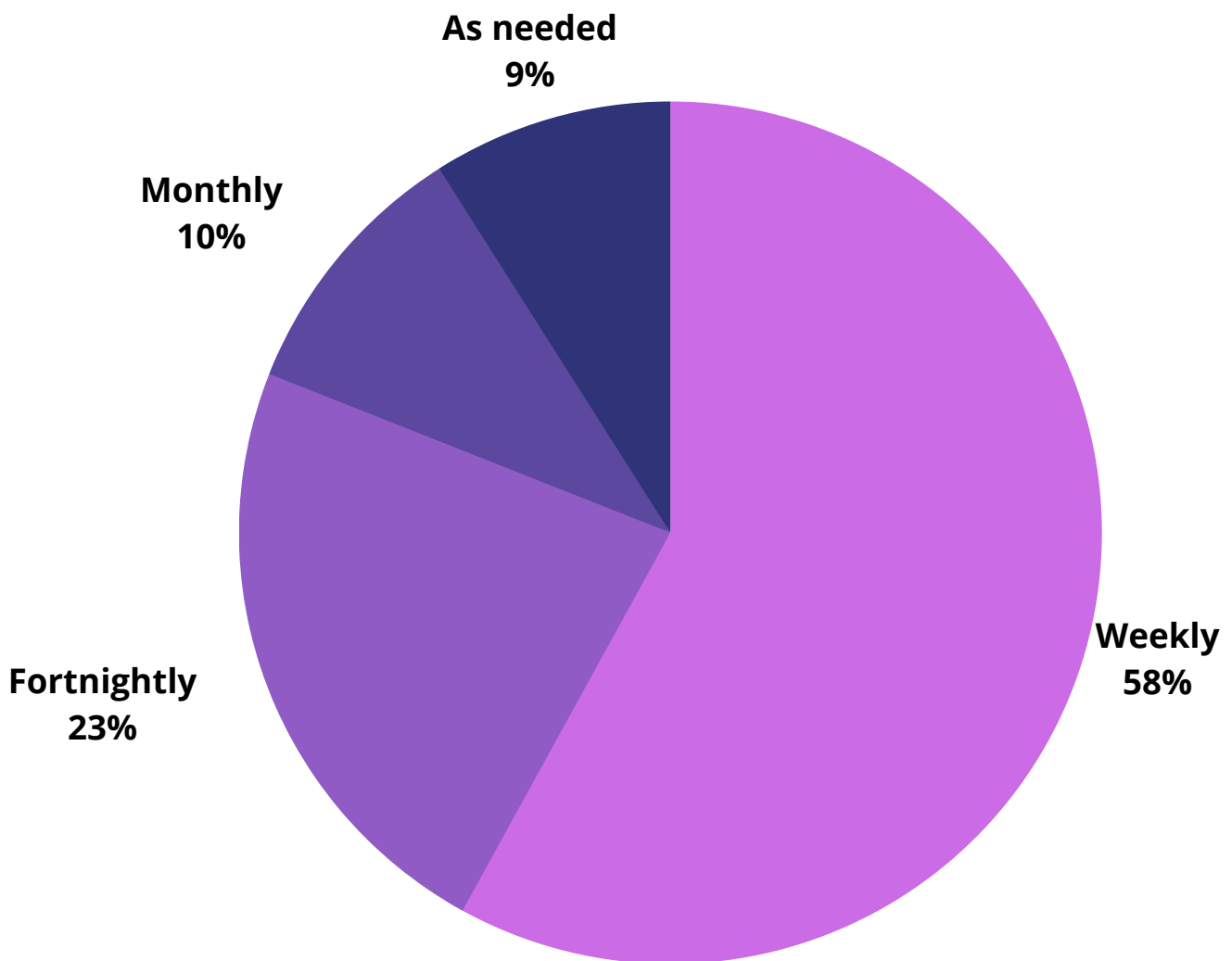
Capturing DATA

Out of 14 clients the forms were sent to i received 12 responses.

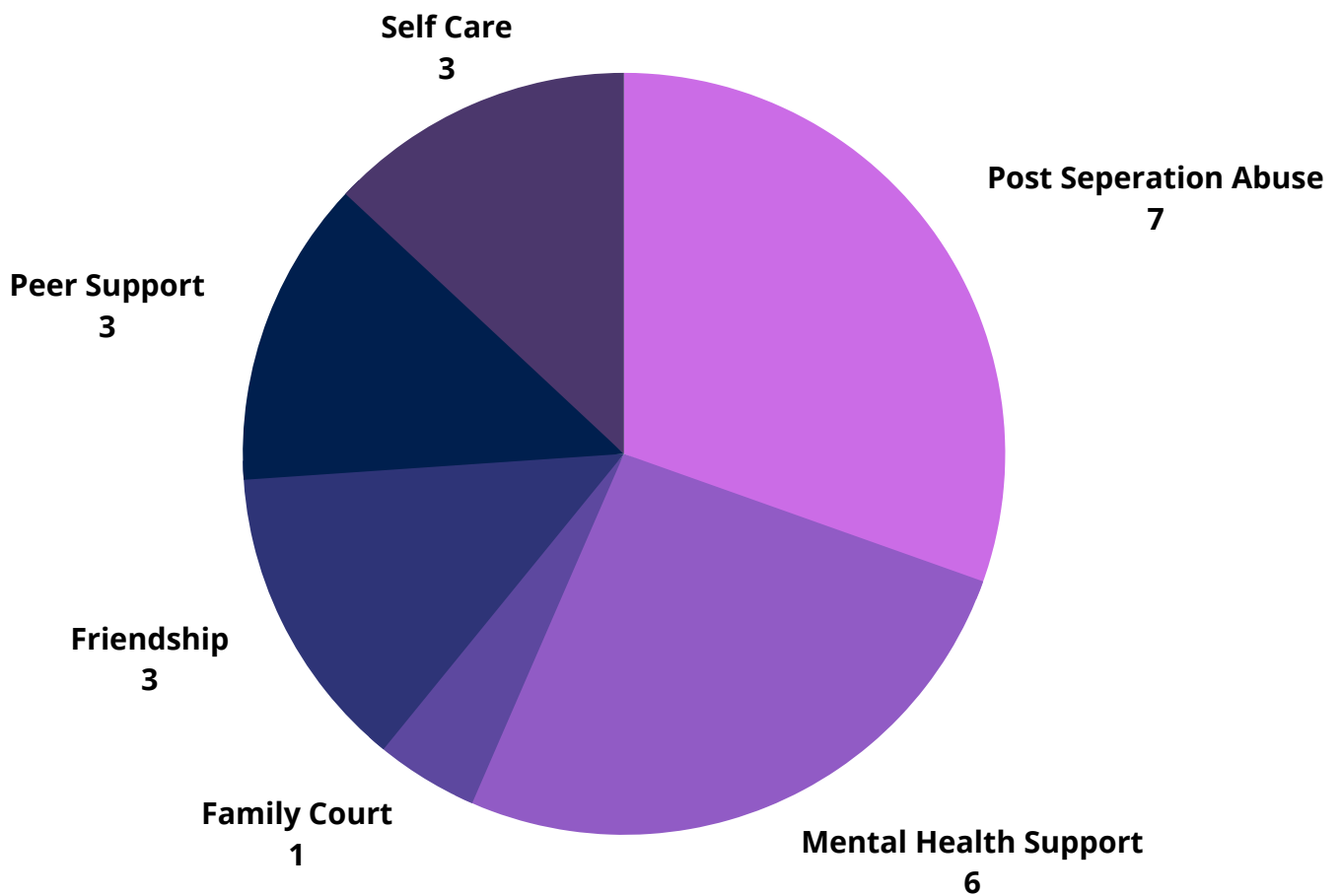
Please note - due to to trauma of domestic abuse i didn't feel i could safely send this out to all clients due to the potential for re traumatisation.



Support needed



What is the primary reason you use the Survivor Liaison Service for ?



Questions



Do you feel safe in speaking with the Survivor Liaison Worker?

Are you given all the information when you ask for it?

Do you feel confident to contact the Survivor Liaison Worker when you need support?

Has the Survivor Liaison Worker met all your needs on support?

Have you felt well supported by the Survivor Liaison Worker?

Are you treated with respect by the Survivor Liaison worker?



100 %

Out of the 12 Survivors asked 10 enjoyed the newsletter. Only 2 survivors decided not to receive it

11 out of 12 survivors enjoyed being a part of the service

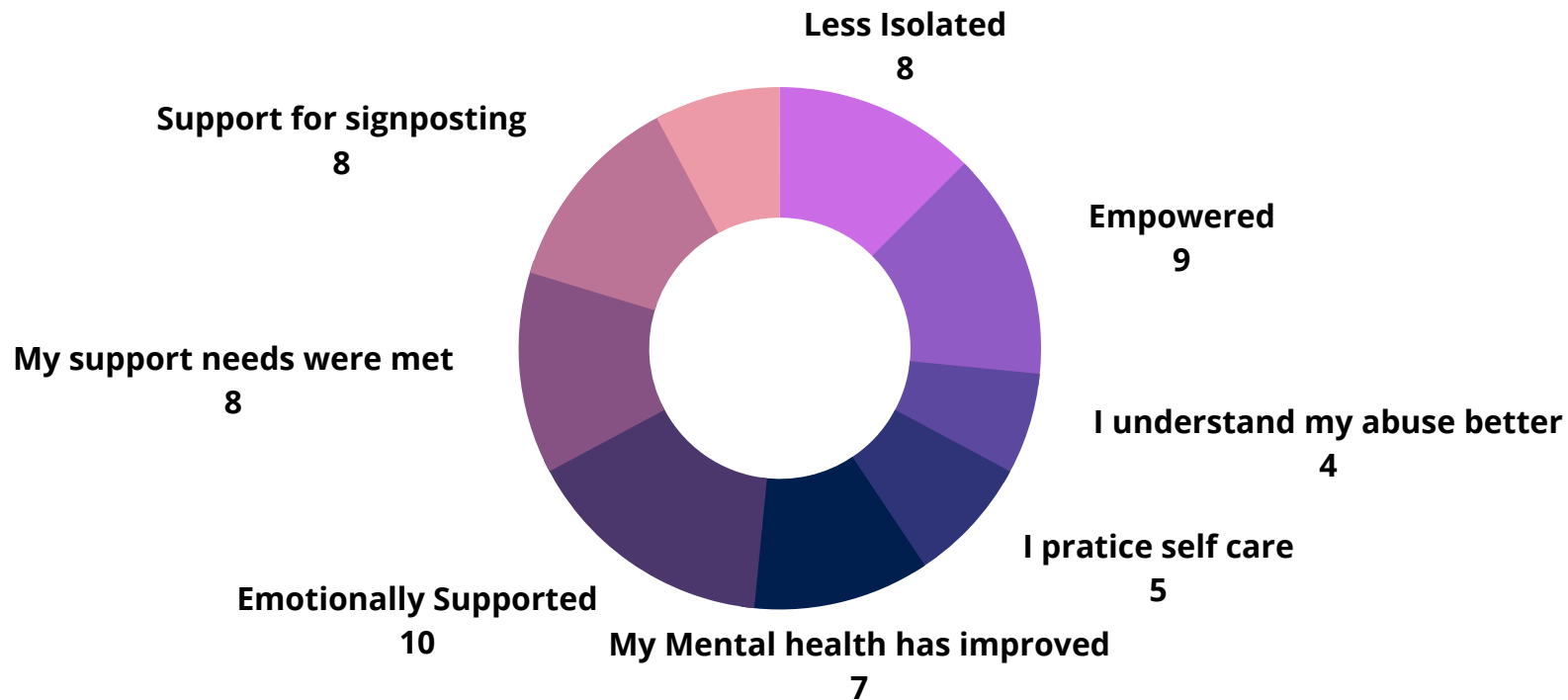
11 survivors out of 12 felt safe to speak up if they were unhappy about something within the service.

Of the 6 survivors who answered on attending Experts by Experience all 6 said that the Survivor Liaison Worker takes their ideas forward and involves them to create change that matters to them

Final Thoughts

Out of all 12 Survivors asked the service got a 100 percent rating on recommending to colleagues and friends needing long term support when leaving an abuser

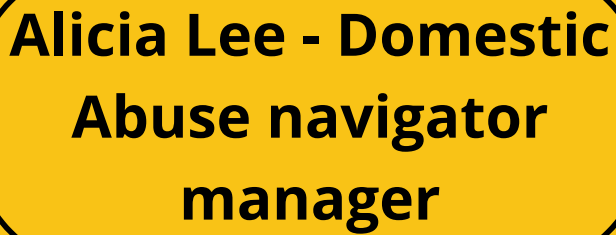
Outcomes



·Over 100 hours supporting clients in booked one to ones.

·20 Support Groups facilitated.

·Received 5 * rating by all clients asked in the survey.



**Alicia Lee - Domestic
Abuse navigator
manager**

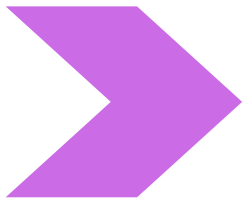
Survivor voice is a critical part of service delivery and Laura's role of survivor liaison worker allows the connection between service delivery and client to be bridged in a way that promotes a different level of understanding for all services working with domestic abuse.

I have been part of a number of meetings during which Laura has presented the voice of the survivor including her own experience and this is done professionally and with sensitivity, albeit directly in order that the impact is not lost. Without this 'real' component which can only come from the voice of survivors, services do not gain a real sense of what works well and what we need to improve. When Laura attended my DA Champions meeting to share her role and her lived experience she provided an overview of her experience that praised the work of social care, this was hugely helpful to the group who were able to identify the good practice demonstrated and could directly see the impact of this.

Laura is an absolute asset, not only to the survivors within Doncaster but to influence service delivery and contribute to strategies and plans when working with domestic abuse

'Community of likeminded women at the experts by experience group empowerment to stand up to a wrong that I felt upset about and support from Laura afterwards'

Survivors say



Tier Two - Experts by Experience

Tier two is consistently growing at a steady pace. As victims/survivors gain trust and empowerment that their voices are heard within DMBC the numbers of Experts we have regularly is around 7. This has been the hardest part to establish. Victim/survivors do not owe anybody their experiences to learn from.



The most engaging topics in experts by Experience are;

- Criminal Justice System.
- Children.
- Post Separation abuse.
- Mental Health.

Experts by Experience has really only fully ran since January, before this I ran an informal one to one session should a survivor like to feed back. By doing this I built trust in my word, and when I said I would action something I did. As a survivor myself I often found services hard to talk too, or I spoke out and nobody listened, so we stop speaking, we stop trusting and we believe nothing will ever change. Victim/survivors often have the answers to a lot of questions but whilst we have been traditionally classed as 'none engaging' 'angry' 'not listening to advice' old victim blaming language has already put the barriers up to us gaining the very best subject knowledge. Whilst I am not saying that victim/survivors have never been heard in Doncaster my post is unique in elevating their voices and feeding back the outcomes. It is a transaction of equal benefit. I had to start from scratch, I could relate to them because I am one of them. I have been a non-engaging angry client that takes no notice.

I wasn't though. I was a traumatised young women who had been hurt and I knew my story better than a professional - why were they not listening to me and my needs? I asked the same questions of other professionals as a victim as they rightly ask of me so it naturally took time to establish and laying a foundation of trust and transparency is key to Experts by Experience running long term.



Now a small but ever growing Experts by Experience is running we have started some projects.

A small selection of areas of improvement highlighted by EEG members were;

Better links with Police – Victim/survivors deserve better than an online complaints/feedback form. They are not a case number or a CPS bundle. They are people, with names, stories, hurt and critical feedback - they deserve to be heard. A survivor raised an idea of being able to have direct communications with high ranking officers so the information can be fed down supported by myself and also including us from an operational or strategic angle as a domestic abuse service if the client requires that, the people around the virtual table will be driven by the victim/survivor. This is more than individual officers, this is about culture, both positive and negative practices. Some victims have had fantastic experiences of the Criminal Justice System and want a way to tell someone to help in closing that chapter of their life. Police can change lives. Imagine a Police officer having such an impact and the only way you can say thanks is by filling in a form. Visiting a police station maybe triggering for a victim/survivor and even talking directly to the officer may bring back memories so we added an additional way to highlight that good practice, and this also works for feeding back negative experiences. The victim/survivors can take this to DCI level knowing any actions or feedback will go into the management of units and further if necessary but then professionals can use me as a gateway to get any outcomes back to the victim/survivor. After taking it to strategic board, a Superintendent, DCI level police officer, myself and strategic and operational leads met with the survivor to ascertain her views on how she would like the initiative to run. By co-designing, it meets the needs of services and victims. This has now turned it into the initiative we call in Expert by Experience as Creating Conversations. We hope to be able to roll out this idea with other service managers. Creating conversations is about bringing more people to the table but also allowing people to talk to one another and not creating paperwork and being lesson learned. This is the core belief of my service which is people, people from all walks of life being able to talk to other people so they can see them and their stories and not a piece of paper or an email, words on a screen will never get across the pain or the positivity of a person's life story.



Resources online - The EEG members have highlighted some gaps in knowledge and would like to see more information online. Newly designed documents were welcomed but we decided to do a #SurvivorSeries. A series of go too resources that are co designed with victim/Survivors. Some of these Inc. jargon acronym language, help in understanding trauma. I am currently working on these and will be presented to EEG to sign off then Karen Shooter to review. Ensuring we include subject experts like children's services for example to review before they will be available online.



Need for more help with children – The need for more therapeutic interventions with children. In the Domestic Abuse Act of 2021 children are now victims in their own right. This should be accompanied by funding and how incredible is it here in Doncaster we can take the ideas and get feedback from the very people are decisions will affect. It's not about us if it doesn't include us. We have mothers of all ages on our EEG who can offer that specialist insight into what works, and what doesn't. This includes Education, mental health, play therapy, family counselling, social services and everything in between. Children often talk through behaviour, but are we listening to that as well as their words?,



Housing – direct survivor feedback from my survey ***'When going through my journey, I had to flee my home, I feel more support around housing is needed from the council'*** Due to already working closely with Karen Shooter I know this is area already being explored and we have consultations out in the public domain to ascertain more survivor views on housing whilst suffering domestic abuse.

Giving back

Thankyou Laura for your honesty in relation to what you went through. It's a sad but respectful comfort to know that I'm not alone especially with mental abuse. The little touches like the card package at Christmas show your gentle and thoughtful side and feel like I've known you though we never met. Thankyou sincerely xx

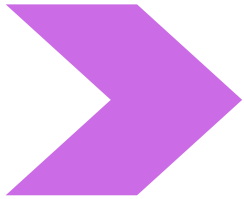


Christmas 2021 I received a small budget to send the Experts by Experience a small gift in appreciation of their bravery and time in sharing their experiences to help those who like themselves are still suffering domestic abuse. As a council we have no right to their unpaid expertise.

Many thanks from myself for allowing me to show Experts as well as tell Experts how much they matter and how thankful we are for their dedication to ending domestic abuse.....for all of us.

If it wasn't for the survivor Liaison worker I would still be feeling so helpless worthless and negative about everything in my life I can't thank her enough for the kindness and support she has given me

Survivors say



Tier Three - Co Production

The initiatives' so far off the ground are 'Creating Conversations' and #SurvivorSeries

We have co designed the creating conversations and Survivor Series is in development.

I am on the commissioning panel to elevate the views of mother and fathers over children's trauma support.

Professionals that are due to visit Expert by Experience to spend time and get knowledge from the expertise victims and survivors have in the coming months are.



- Inspire to Change.
- Rape and Sexual Assault lead of South Yorkshire Police on the co-production of a document for rape victim/survivors.
- DCI Nikki Leach of Protecting Vulnerable People Unit of South Yorkshire Police.
- Karen Shooter Domestic abuse, Sexual abuse and Violence against Women and Girls lead in Doncaster Council to present on Serial perpetrators and take questions from victims/survivors on mapping and feeling safe in Doncaster from serial perpetrators.

On our disability work we had a child (now adult) victim attend a meeting with us where she shared her lived experience and the impact that created for this pocket of work was incredible.

More victim survivors should work in domestic abuse because as people try to help no one knows what people experiencing domestic abuse unless you've been there and it's good that people hear other survivors stories and see how things can be so different after leaving an abusive relationship to see that they can go on to lead happy successful lives of their own.

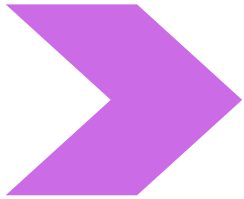
Laura is a one of a kind support worker. Without her I don't know where I'd be. She has helped me achieve my goals and always kept my spirits up. She's helped me become a better person and a better mum for my 3 year old. Keep up the good work.

I feel that we are starting to listen to the voice of the survivors, rather than the perpetrators due to people like Laura fighting for us, we have a way to go, but we are heading the right way, hopefully the justice system will improve for victims and more perpetrators will have criminal convictions for their crime, which sadly doesn't happen enough in most cases and some sort of mapping system will come into place, to help prevent domestic violence.

Laura has enriched my life beyond any expectation I could have had. I am so grateful of the friendship and support. I wouldn't be where I am today without her. I feel safe, listened to and respected. I really am so grateful to her.

My Survivor Liaison Worker has given me immense strength and self-belief that I never thought I would have again. I believe in myself more and feel I have found the strength to be the strong independent woman I've always wanted to be. I am so grateful for all the support.

Survivors say



How victim voice has grown beyond expectation.

In addition to survivor support I sit on various meetings inputting survivor voice which filters through my service.

Currently I am a regular part of;



- Strategic group.
- Theme group.
- SASH (sexual abuse and sexual harassment) in schools.
- Education task and finish group.
- Domestic abuse champions.
- Learning disability and domestic abuse.
- Domestic Homicide Reviews.
- Commissioning panel

The service has not only grown within Doncaster but now region wide and national.

Centring survivor voice has led to:

Some joint working with Sheffield has seen some fantastic results. We have been delivering training to the Judiciary on Coercive Control including my lived experience.

So far together we have trained Yorkshire and Humberside. The sessions were recorded and put on their training portal. Since then I have been asked to be a guest speaker at a judicial conference in Hull.



**'I just want to say a formal big thank you for your presentation.
We had a discussion about how we felt Laura had been let down by the courts and how we can improve.
Please pass our thanks on to her. Her bravery in speaking has made a genuine difference to every Legal adviser present.'**

Legal Advisors SY and Humberside



On top of this I have been liaising with MP Elle Reeves shadow justice minister and Jess Phillips the shadow minister for domestic violence and safeguarding. MP Elle Reeves is interested in the conversations we have been having with probation and our domestic abuse service on managing offenders, serial perpetrator work and us here in DMBC at wanting to have a more holistic trauma informed way of working with women incarcerated and looking at alternative sentencing. Whilst we have to pursue justice for all and do not condone anyone breaking the law the fact needs to be recognise that women in prison have been victim to domestic abuse and violence. This work is in its infancy and is outlined further in 2022-2023 plans.



I have met with the Domestic Abuse Commissioner Nicole Jacobs on the family courts and mapping of court outcomes for victims, again inputting victim/survivor voice.



A vaccination clinic for women only was made available during the pandemic for women who may feel uncomfortable with male staff administering health care.



A male victim under the service presented at the strategy launch. I have presented to forums where survivor voice would not normally be heard. This Inc. safeguarding and adults, health and wellbeing spaces for council employees. Myself as a victim and a male survivor wrote a forward for the domestic abuse strategy 2021 – 2024.



Helped extend networks of victim/survivors/community leaders who advocate for others primarily through our community engagement worker Angela Emmerton who can then extend these networks further to link in to other services. For example rural communities and black and ethnic minority communities and bring them into domestic abuse work within the council.



I presented to a national network of Local Authorities where Doncaster was praised in leading the work of survivor voice and other local authorities wanting to emulate what we were achieving.



Confirmed we met a standard of expectations as highlighted in the report commissioned by the Domestic Abuse Commissioner and written by Galop in line with our service for the inclusion of LGBT victims/survivors.

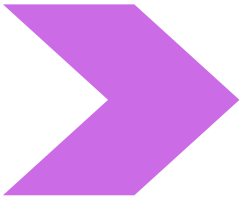
Laura has helped me loads with my confidence, mental health and emotional well-being. She's also extremely friendly and just knows exactly what to say to brighten up my day.

Outstanding work done, but someone who understands what has happened. I've never felt the need to go over anything and the support received has helped in so many ways. Simple Thank you does not cover what my SLW has given.

Survivors say

She has helped and empowered me to make safe, calm decisions for myself and family. Pointed me in the right direction to find the tools to support my well-being. Makes it so much easier that she understands.

Survivors say



What I have planned for 2022 -23



What I am aware of in my service is the lack of victim voice who have been part of the Criminal Justice System and it is part of my next year's plan to ensure we have connected to women via either myself or our probation partners.

Some statistics on women in prison can be found in the report **Double Standard: Ending the unjust criminalisation of victims of violence against women and girls** by Centre for Women's Justice and why I focus on this as an area of work.



At least 57% of women in prison and under community supervision are victims of domestic abuse. The true figure is likely to be much higher because of barriers to women disclosing abuse.



Women make up only 4% of the prison population. Women were sent to prison on 5,011 occasions in 2020 – either on remand or to serve a sentence.



63% of girls and young women (16–24) serving sentences in the community have experienced rape or domestic abuse in an intimate partner relationship.



Arrest rates in 2014/15 were twice as high for Black and 'mixed ethnic' women as for white women. Migrant women are over-represented in prison, particularly on remand.



Of 173 women screened at HMP Drake Hall, 64% reported a history indicative of brain injury and for most this was caused by domestic violence.

- ! Most women are imprisoned on short sentences, and most are imprisoned for non-violent offences.
- ! Women are more likely than men to commit an offence to support someone else's drug use (48% to 22%).
- ! An estimated 17,000 children experience their mother's imprisonment each year. 600 pregnant women, on average, are held in prison each year.
- ! Around half of arrests of women for alleged violence result in no further action, indicating widespread inappropriate use of arrest.
- ! 99 women have died in prison in England and Wales since 2010. Nearly two in five deaths were self-inflicted.
- ! Women in prison have high levels of poverty and unmet need for housing, healthcare and addiction recovery support.
- ! Rates of self-harm in women's prisons have risen by 20% in the last decade.

I have through probation been given contacts to professionals supporting women in the Criminal Justice System and in the coming months I will be ensuring I get the voices of survivors that have been through the prison system and reside in Doncaster multi agency wide.

It is also a point noted by Dr Alan Billings South Yorkshire Police and Crime Commissioner in his blog ***'There may be far better ways of managing these offenders - some of whom are mothers or carers - in the community rather than incarcerating them for a short spell with the almost inevitable consequence that many will return to old ways as soon as they come out. On the other hand, if we understood what makes these women and girls offend, we might be able to find ways of intervening to prevent them breaking the law in the first place or ways of preventing a repeat'***.



Develop our LGBT support spaces and create safe places for LGBT survivors to speak about their domestic abuse experiences.

How ?

- Create a survey developed in conjunction with LGBT specialists on how safe spaces look for LGBT people and co create safe spaces.
- Network more closely with LGBT support services outside the domestic abuse arena. Use links with Doncaster Pride, local champions and advocates for LGBT people to ensure the Survivor Liaison Service is known within the community.
- Create open inclusive support spaces.
- Connect with national specialist organisations so they are aware of the Survivor Liaison Service the support spaces available in Doncaster. and also how local survivors can be advocates for other LGBT people in their local communities if they should wish to share their expertise.
- Work closely with Angela Emerton community Engagement Worker so Angela can share any new communications and resources out in the community.



Increase male victim and survivor voices and create safe spaces for men to talk about their experiences.

How?

- Develop a survey in conjunction with the male support space lead who is also lived experience so we can consult with men via the male Domestic Abuse Caseworker and also promote the survey on the website, this ensures the development of spaces are co produced with victims and survivors ensuring it meets the needs of clients using the service.
- Link into men's mental health groups and male spaces in the community ensuring they know about the Survivor Liaison Service, they know referral pathways to our service for any disclosures and also promote male victims training so organisations can be pro active in spotting signs of domestic abuse and feel they have the knowledge to start and carry on conversations with men on domestic abuse.
- Work closely with our male victims Domestic Abuse Caseworker and IDVA's ensuring the Survivor Liaison Service is promoted.



Ensuring we hear the voices of Black and Ethnic Minority victims and survivors.

How?

- By linking in more closely with community leaders.
- By using already developed services in Doncaster for the BAME community ensuring information on the Survivor Liaison Service is shared.
- Kindly asking the specialist services to join in their work where trust is already established to work in partnership and not over shadow/duplicate the fantastic work already done in Doncaster.
- Ensuring all spaces are accessible for language barriers. Use of translators if needed to support survivor voice and capture survivor voice if they wish to use their expertise to help others.
- Training of Survivor Liaison Worker by following local DATA on victims and where more work is needed to develop and learn.
- Ensuring we are culturally sensitive and aware.



Capturing disabled survivor/victims voice and supporting people with disabilities.

How?

- Linking in with local advocates for disabled people.
- Working with our community engagement worker on sharing resources for disabled people.
- Using survivor voice through EEG to highlight lived experiences of victims and survivors.
- Training with sign health to help victims/survivors from the deaf community.
- Making sure information is shared in ways all victims and survivors can access, utilising national specialist charities and signposting to resources.
- Working with local charities/partners for disabled people with signposting to the Doncaster Domestic Abuse website.
- Working with health and social care partners to embed domestic abuse awareness and the services the Survivor Liaison Worker can provide.

**'If they don't give you a seat at the table....
bring a folding chair' -
Shirley Chisholm.**