



**Performance Report 2018 relating to the Protocol Governing Delegation of Section 10 Funding for
Homeless Services to Dublin City Council**

Quarter 3 2018

October 2018

Q3 2018 Headline Items:**Tenancy protection and sustainment**

- The Tenancy Protection Service (TPS) has been contacted by 2,204 households in Q3 2018, the total number of contacts since January 2018 is 8,584.
- In Q3 2018 a total of 477 households were considered to be at risk of homelessness and progressed to active case management. The overall total at risk in the first nine months of 2018 was 2,515.
- A total of 308 households have been protected and sustained under the TPS through a rent uplift (21), advocacy (280) or through the Housing Assistance Payment (7).

Rough Sleeping

- A total of 628 individuals engaged with the rough sleeping team in this quarter, this is a decrease on the Q2 figure of 681.
- Of these 628 individuals engaging in rough sleeping over the quarter a total of 432, or 69% gained access to emergency accommodation. This is a reduction on the emergency access rate of 73% in the previous quarter.

Use of Emergency Accommodation

- A total of 5,462 adults used emergency accommodation during Q3, 2018.
- Of these, 16%, or 877 individuals, were new presentations assessed as homeless and placed in emergency accommodation. The remaining 84% or 4,585 individuals were repeat or existing service users.
- The nightly placement rate into emergency accommodation or night services for adults using the local authority placement service and the homeless freephone averaged 342 persons in Quarter 3.
- Of the 3,880 adult beds available in emergency accommodation in Dublin on the last day of the quarter (30th September 2018), 1 bed was unused.

Support Plans for Emergency Accommodation Users

- A total of 2,927 adults residing in emergency accommodation have an active support plan. This represents 53%, or more than half of all adults residing in emergency accommodation over the quarter.

Q3 2018 Headline Items:**Long-term homelessness**

- Of the 3,879 adult individuals in emergency accommodation on the last day of Q3, 2018 a total of 2,683 (or 69%) have resided in emergency accommodation for 6 months or more and are considered to be experiencing long-term homelessness.

Family Homelessness

Among the 3,940 adults in emergency accommodation in September 2018, 1,839 were adults accompanied by child dependents.

- At the end of the quarter, a total of 1,326 families – comprising 1,839 adults and 2,869 dependent children - were residing in emergency accommodation.

Of these, 806 families were residing in commercial hotels/B&B on the last night of the quarter in lieu of access to alternative forms of emergency accommodation. There were 430 families in supported temporary accommodation with appropriate supports.

Tenancy creation and housing support

- The total number of adults who moved to tenancies in Q3, 2018 was 1,032. This is the highest number of tenancies to be secured in a quarter to date and reflects the extensive work being carried out by the prevention and place-finders teams.
- The significant majority moved to a social housing option during the quarter, with 193 adults in social tenancies and 837 adults in HAP tenancies. The remaining 2 adults were accommodated in private rented tenancies.
- Of the 1,032 adults who moved to tenancies, just 131 accessed post settlement supports. This indicates that a large majority of adults (901) had a general housing need and were able to move on without supports.

Departures from homeless services to other living situations

- In addition to departures to independent living in tenancies, 186 adults departed homeless services to other living situations in Q3 2018.
- These departures included staying with family or friends (62 persons), relocation to another country (19 persons), admission to a medical facility (hospital – 43 persons), (residential treatment – 36 persons) and admission to correctional facilities (prison remand – 26 persons).

Part 1

1. 2018 Target for Accommodating Homeless Persons with Full Tenancies

New Format

Table 1: Individuals moved on to independent living. Based on total monthly reported tenancies					
Target number of units for 2018	Number of Accommodation Units Delivered with Full Tenancies	Quarterly	Total Units to Date in 2018	Quarterly	Total
		Total Units = Households		Total	Individuals -to Date in 2018 as at Q3 2018
				Persons	Total to date in each category
				Q3 2018	
	Local Authority Lettings: number of new lettings, re-lets, leasing, purchase/acquisitions, NAMA and other delivery mechanisms	71	189	91	236
	AHB Lettings: number of new lettings and re-lets (via LA nominations),	73	193	90	247
	LTS (long-term supported accommodation) leasing, purchase/acquisitions (via CALF and/or private finance), CAS, NAMA and other delivery mechanisms	12	32	12	32
	Private Rented (RAS and Rent Supplement, etc.)	2	15	2	16
	Housing Assistance Payment (HAP)	658	1,699	837	2087
	Totals[1]	816	2,128	1,032	2,618

Old version template

Table 1: Individuals moved on to independent living					
Target number of individuals for 2018	Number of Accommodation Units Delivered with Full Tenancies			Quarterly Total Adult Individuals Q3 2018	Total Adult Individuals to Date in 2018
	Local Authority Lettings			91	236
	Approved Housing Bodies (AHB) Lettings			90	247
	LTS (long-term supported accommodation)			12	32
	Private Rented			2	16
	Housing Assistance Payment (HAP)			837	2,087
	Totals ¹			1,032	2,618

One thousand and thirty two adults moved to tenancies in Q3 2018. A total of 837 tenancies were achieved under homeless HAP. The HAP tenancies account for eighty one percent of the adults who moved to tenancy in Q3 2018 and social housing tenancies (i.e., Local Authority, Approved Housing Bodies and LTS combined) account for nineteen percent (n=193). Moves to private rented accommodation remained consistently low as in the previous quarter at less than one percent, with only 2 adults moving to private rented tenancies in the quarter.

In total, there were 821 tenancies created to accommodate the 1,032 adults and their accompanying children in the period July to September 2018. The prevention of homelessness through new tenancies is a key element of the work of the DRHE. In Q3 2018, a total of 658 adults (or 518 households) presented to homeless services and were prevented from entering homelessness through tenancy placement. The remaining 374 adults left emergency accommodation to tenancies.

In the first nine months of the year sixty two percent of households were housed through homeless prevention work carried out by the four local authorities in the region. Table 1a below shows the total number of adults prevented from homelessness in the first nine months of the year 2018 and the household equivalent figure.

Table 1a: Household equivalent total of homeless prevention tenancies

	Total Households Prevented
Q1 2018	347
Q2 2018	467
Q3 2018	515
Total	1329

¹ PASS records the number of unique adult individuals moving-on to independent living

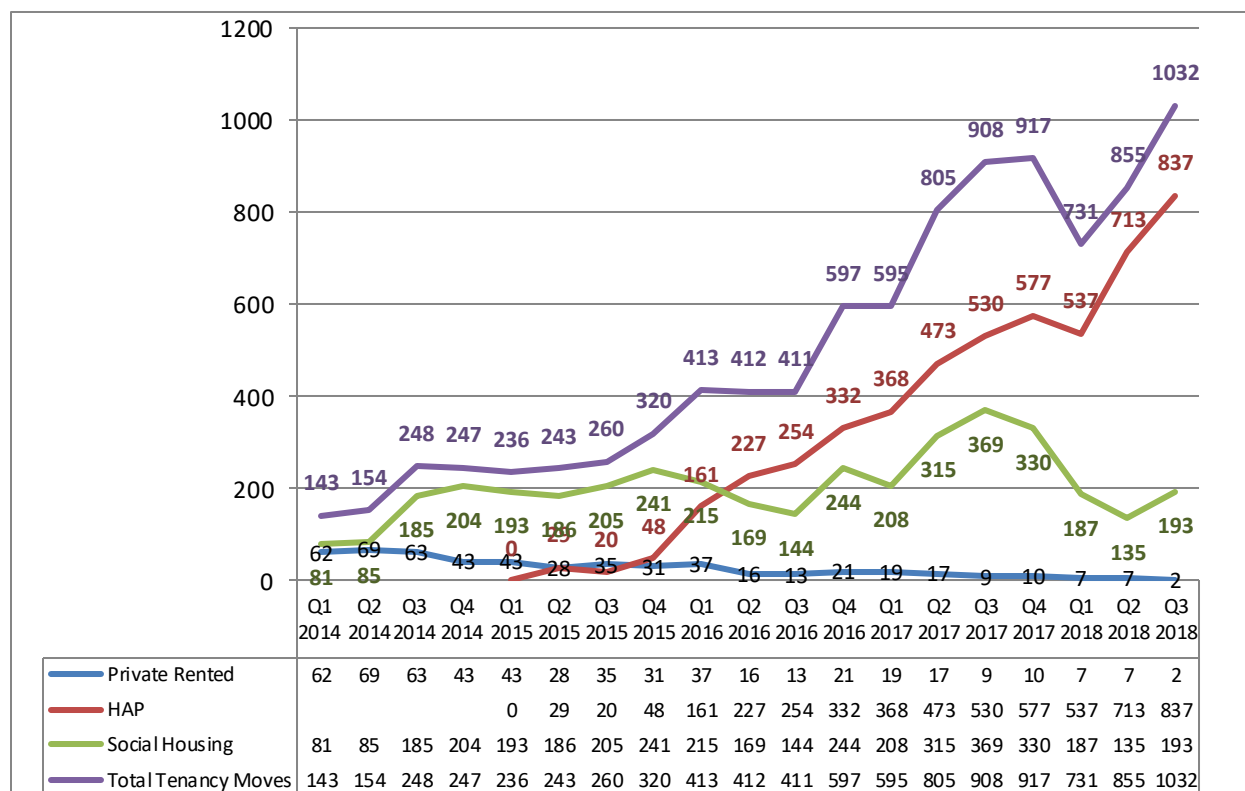
Figure 1: Moves to Tenancies Q1 2014 – Q3 2018

Figure 1 shows an increase of one hundred and seventy-seven tenancies between quarter 2 and Quarter 3, 2018. The majority of tenancies continue to be sourced through the use of HAP. There was an increase in the number social housing tenancies in this quarter, however levels of social housing tenancies continue to be lower than the levels achieved in quarter 3 2017.

Table 1b: Number of adults moving to tenancy: Year 2014 to 2018: Third Quarter in each year

	Q3 2015	Q3 2016	Q3 2017	Q3 2018
Private Rented	35	13	9	2
HAP	20	254	530	837
Social Housing	205	144	369	193
Total Tenancy Moves	260	411	908	1,032

Tenancy Protection Service

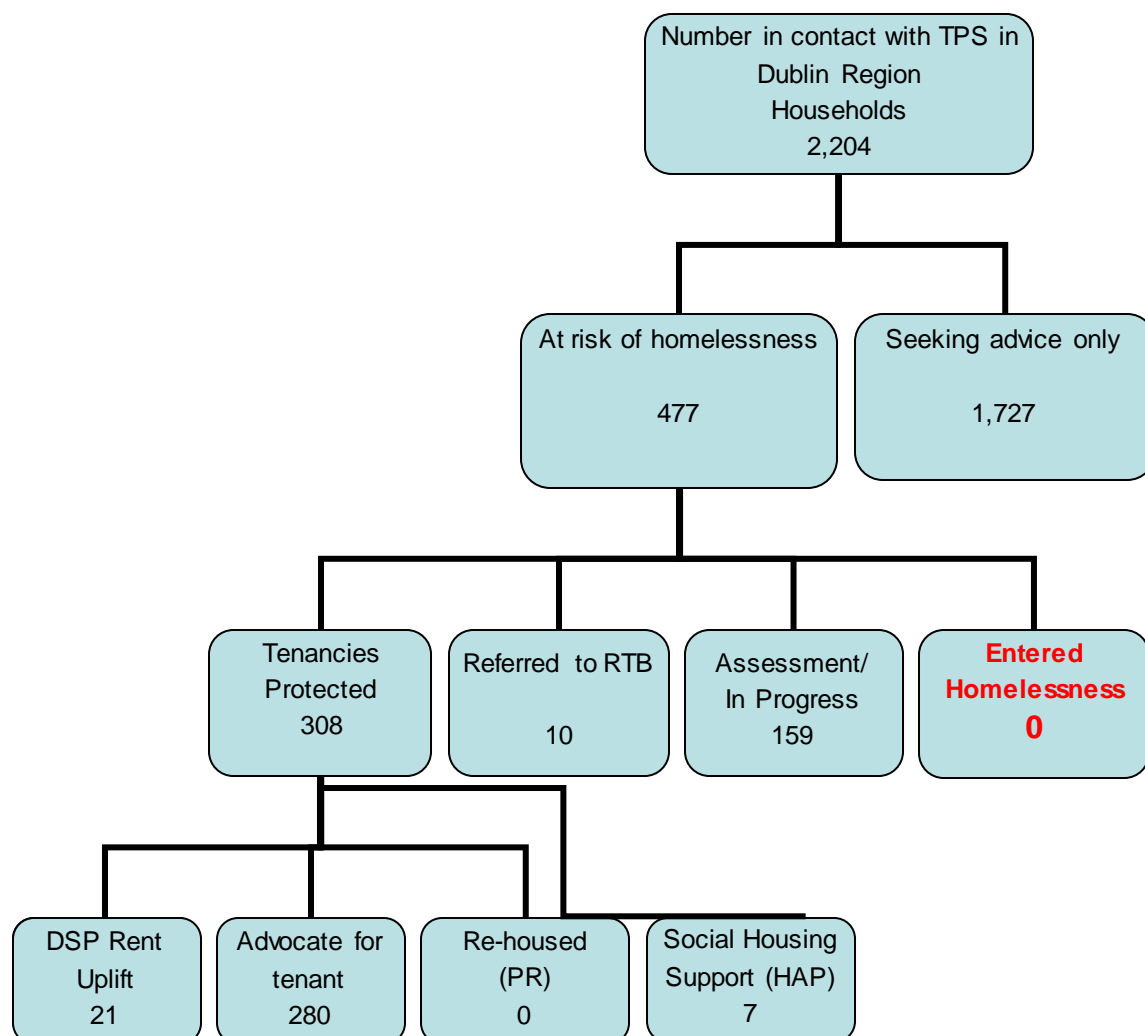
The Tenancy Protection Services (TPS) is a Section 10 funded service operated by Threshold in the Dublin Region. It serves a critical role in preventing households from experiencing homelessness.

Table 1c: Number of households contacting TPS in the Dublin Region 2014 – 2018

	Q3 2018	Since January 2018	Since June 2014	%
Number of households seeking advice their rights only	1,727	6,075	13,653	60
Number of households 'at risk' of tenancy loss	477	2,515	9,852	40
Total number of households contacting TPS	2,204	8,590	23,505	100%

As detailed in Figure 2 below, 308 tenancies were protected by the service in Q3 2018. Twenty one received a rent uplift from the DSP while 280 tenancies were protected after Threshold liaised with landlords and mediated or negotiated on behalf of the client. Seven households were supported to source HAP tenancies. There were no households rehoused in the private rental sector over quarter 3. The remaining cases are being actively case managed.

Figure 2: Tenancy Protection Service: Q3 2018



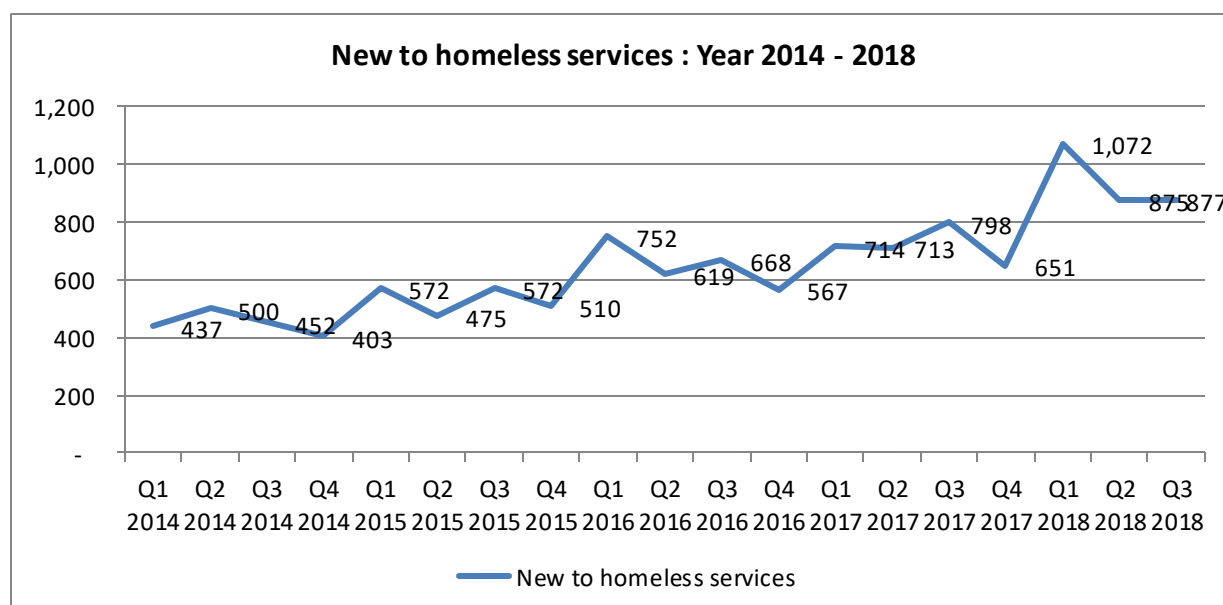
Part 2**2. Number of new presentations on a daily basis**

Table 2: Number of Individuals using Emergency Accommodation during Q3 2018			
	New	Repeat	Total in EA Q3 2018
Number of presentations in reporting period	877	4,585	5,462
Number of days in reporting period	92	92	
Daily average	10	50	

In Q3 2018 the number of individuals new to homelessness remained consistent with the previous quarter at 16%, or a total number of 877. There was a daily average of approximately 10 people presenting as homeless for the first time over the period.

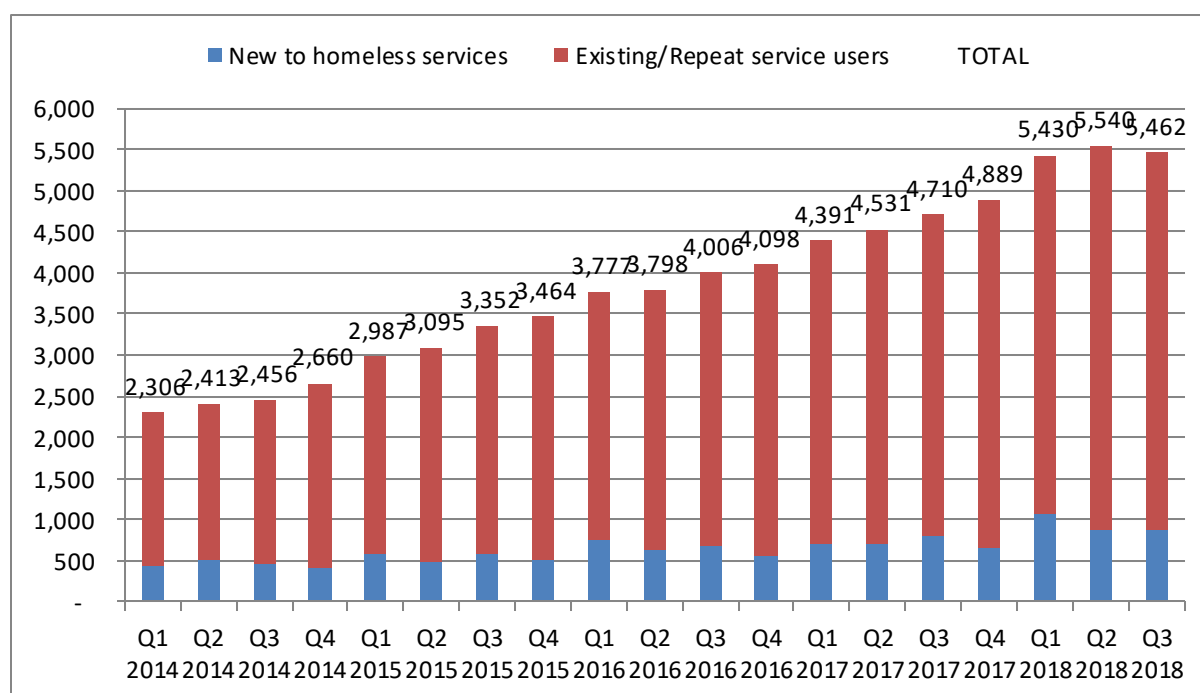
Figure 3 below shows the trend in new presentations in the Dublin region from the first quarter of 2014 to the third quarter of 2018. The chart indicates a trend where presentations tend to dip in the second quarter following a peak in the first quarter of each year. Due to extreme weather conditions experienced in the first quarter of 2018 the peak was exceptionally high, followed by a reduction which has remained steady to the end of quarter 3.

Figure 3: Number of adults new to homeless services each quarter in the Dublin Region



Overall the number of adults accessing emergency accommodation during Q3 2018 was 5,462, a decrease of 78 on the previous quarter. In the Q3 2018 period a significant number of adults accessing emergency accommodation were repeat or existing service users totalling 4,585 adults. Figure 4 shows the total number of adults accessing emergency accommodation since the beginning of year 2014 to the Q3 2018.

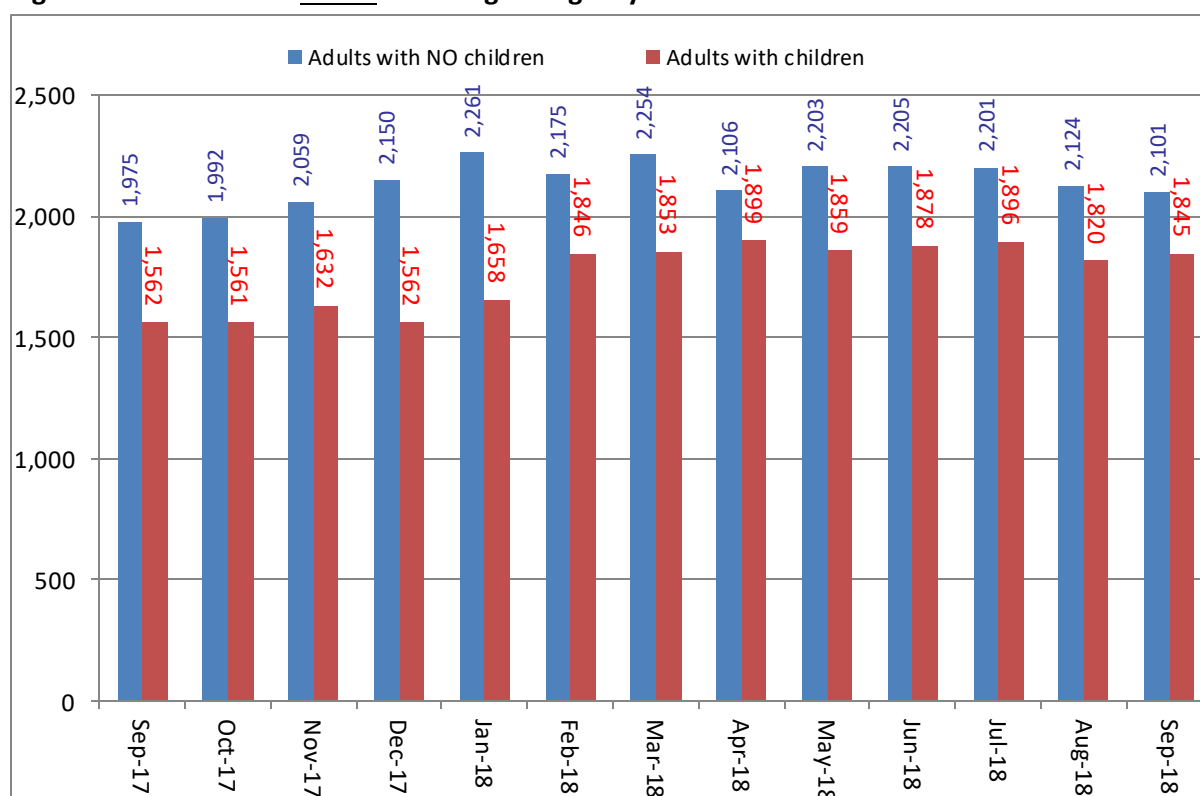
Figure 4: Number of adults using emergency accommodation each quarter in the Dublin Region



To give further insight into the adult population accessing emergency accommodation, a breakdown of the population by household type is given in Figure 5 indicating numbers of adults with and without children accessing emergency accommodation at a point in time each month. The numbers of adults with no children still outnumber those with children, however the number of adults with children has grown significantly.

In reference to the period September 2017 to September 2018 the population of adults with children has grown by 283 adults.

Figure 5: Breakdown of adults accessing emergency accommodation each month²



² The monthly figure represents the number accessing emergency accommodation over a single week during each month.
Available: <http://www.environment.ie/en/Development/Housing/Housing/SpecialNeeds/HomelessPeople/>

A total of 323 families entered homelessness for the first time in the Q3 2018 period, the total number of new families presenting over the year to date is 877. Over this nine month period a total of 1,439 new tenancies were created, 910 for families prevented from entering homelessness, and the remaining 529 families moved from emergency accommodation to tenancies.

Figure 6: Type of accommodation accessed by families in the Dublin Region each month³

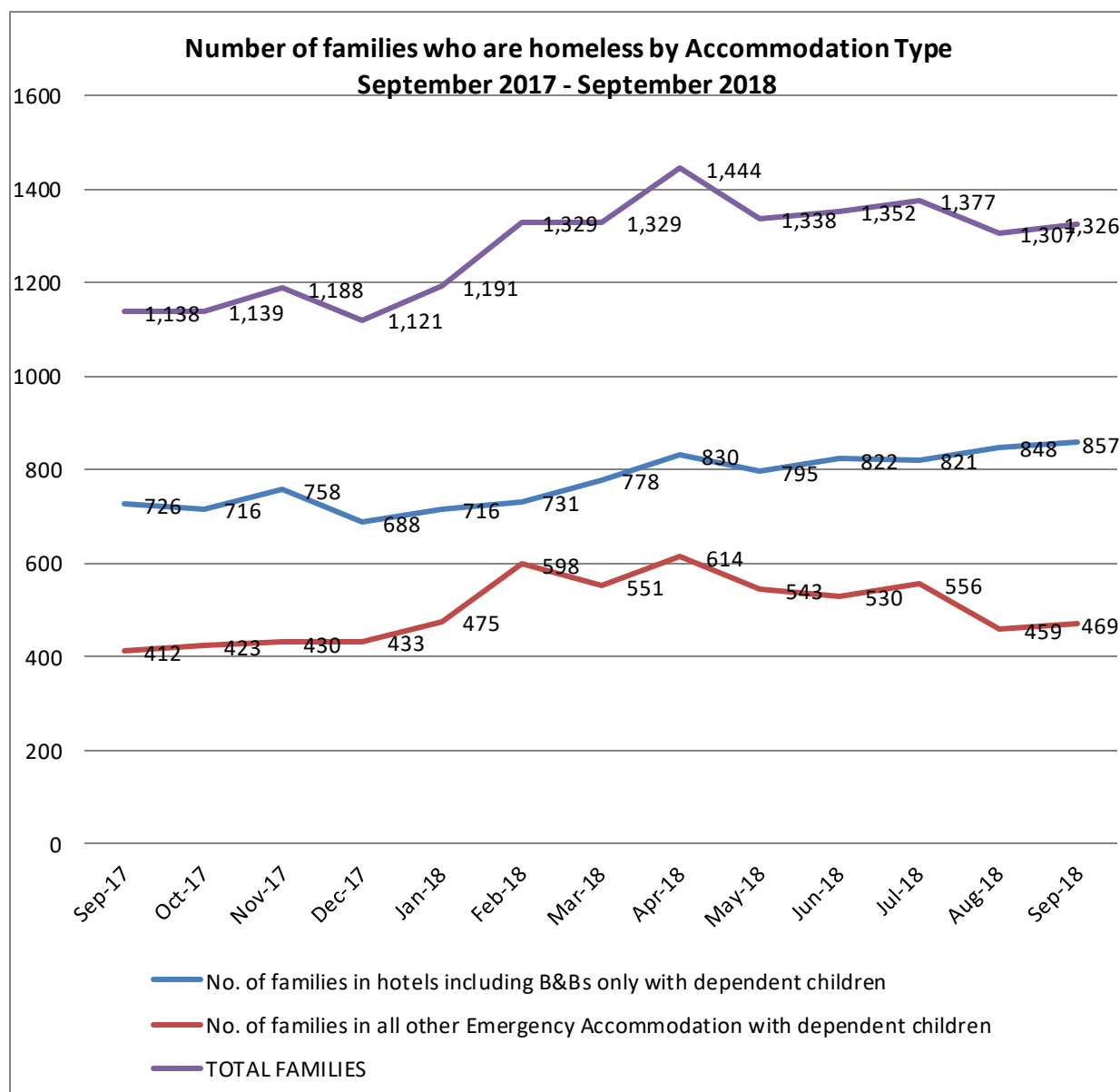


Figure 7 shows the growth in the population over time when adults and children are considered together. Over the twelve month period September 2017 to September 2018, the number of families in emergency accommodation increased by 188.

³ The monthly figure represents the number accessing emergency accommodation over a single week during each month

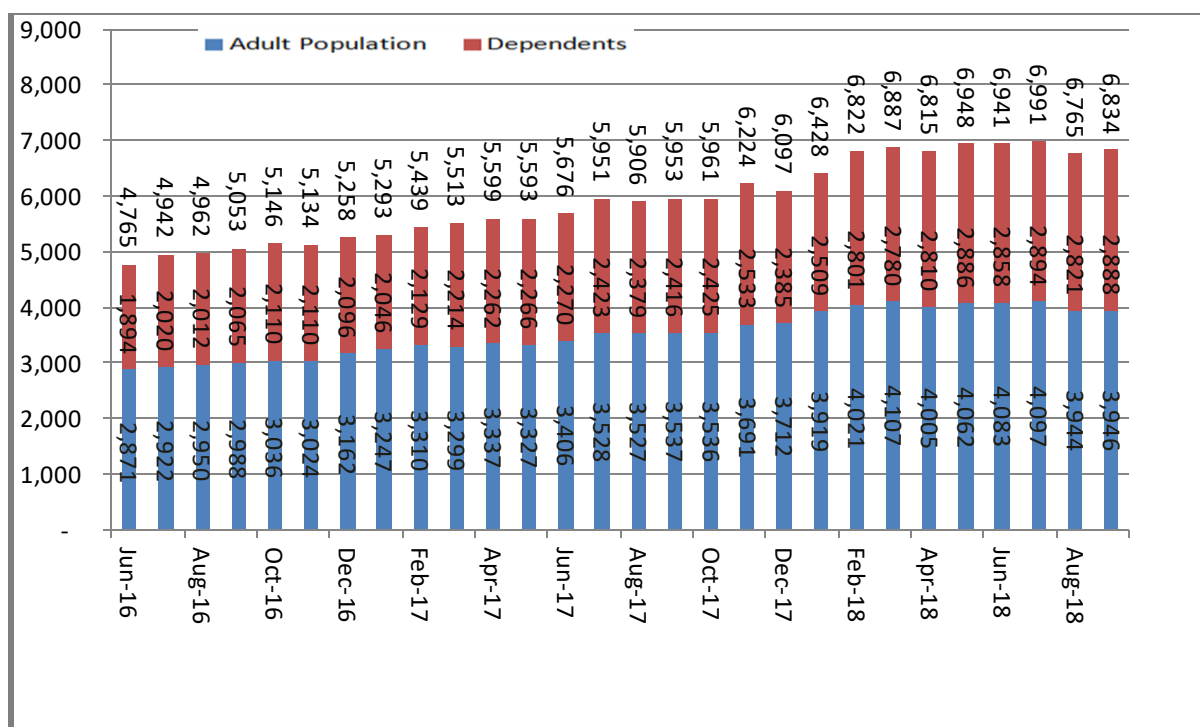
Figure 7: Number of adults and children in emergency accommodation in the Dublin Region each month⁴

Table 3 gives information on the number of emergency accommodation placements to individuals throughout the quarter. The number of placements into emergency accommodation increased by 1,918 compared to the Q1 2018 period.

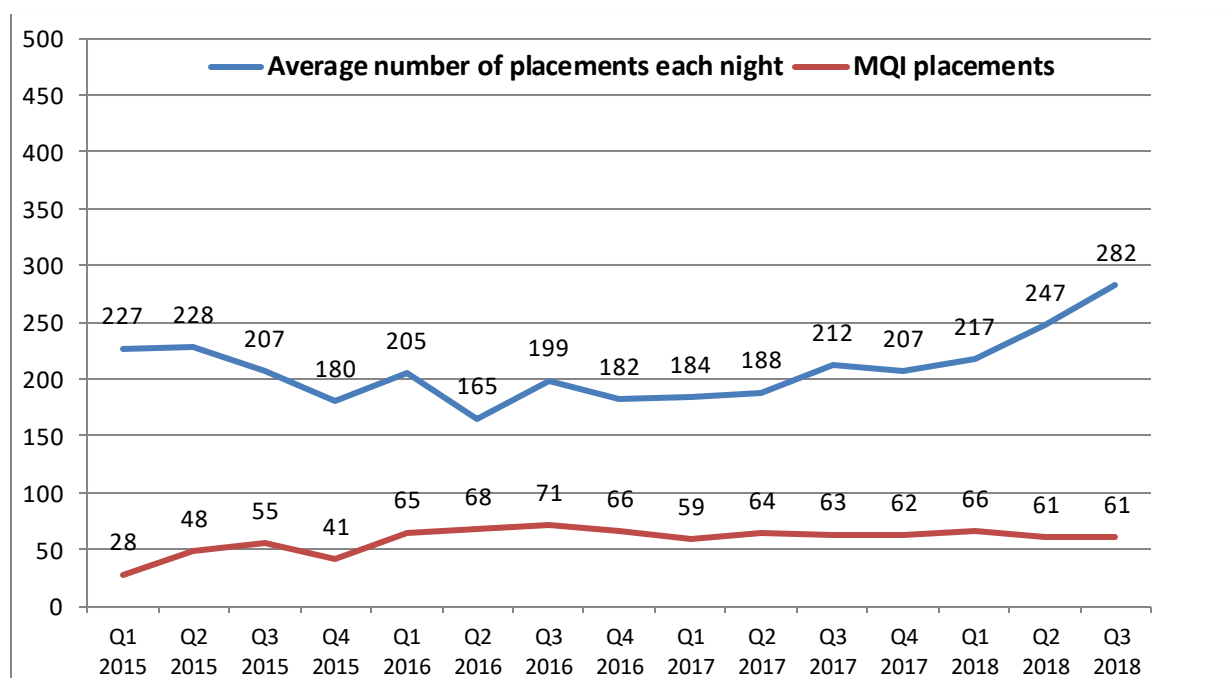
Additional Information

Table 3: Number of placements or unique individuals in emergency accommodation				
Service	Number of placements in Q3 2018	Number Offered accommodation	Number of 'No shows'	Number unable to accommodate - insufficient capacity/ unsuitability (Sleeping bags booked)
Calls from Service Users: Helpline	16,305	16,305	1,631	2,854
Placement Service	15,161	15,243		84
Total	31,466	31,548	1,631	2,938
<i>Average per night</i>	<i>342</i>	<i>343</i>	<i>18</i>	<i>32</i>

⁴ The monthly figure represents the number accessing emergency accommodation over a single week during each month

Figure 8 shows the average nightly placements into emergency accommodation and the MQI Night Café. The average nightly placements into emergency accommodation over the period was 282, while the average number of nightly placements into the MQI Night Café was 61.

Figure 8: Number of nightly placements into emergency accommodation each quarter in the Dublin Region



The Q3 2018 period recorded 2,683 or 209 additional adults accessing emergency accommodation for longer than six months compared to the Q2 2018 period. A total of 65% of the overall population were experiencing long term homelessness in the second quarter of 2018. At the end of Q3 2018 figures this rate had increased to 69%. In terms of absolute numbers, on the last day of Q3 2018, emergency accommodation usage increased by 209 adults when compared to Q2 2018.

2. Number of persons in emergency accommodation for longer than 6 months

Table 4: Number of persons in emergency accommodation for longer than 6 months				
Type of Emergency Accommodation ⁵	Number of Adult Individuals on last day of Quarter 3 2018	Resident < 6 Months	Resident > 6 Months	
			Consecutively or continuously in emergency accommodation for longer than 6 months	Non-consecutively in emergency accommodation for longer than 6 months in the previous 12 month period
Supported Temporary Emergency Accommodation (STA)	2,115	599	1234	282
Temporary Emergency (TEA)	57	15	38	4
Private Emergency (PEA)	1,707	582	1,008	117
Total	3,879	1,196	2,280	403
			2,683	

⁵ These figures exclude MQI Night Café

Table 4a indicates the rate of increase of the long term homeless population in the indicated time period up to Q3 2018. As can be seen from the table, on the last day of Q3 2018 69% of the population of adults experiencing homelessness over a period of 6 months or longer.

Table 4a: Change in number and rate of adult long-term homelessness each quarter in the Dublin Region

	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018
Adults on 30/9/2018	2,799	2,922	3,116	3,280	3,313	3,489	3,877	3,819	3,879
Adults 6 months +	1,832	1,957	2,039	2,095	2,103	2,167	2,436	2,474	2,683
Percentage	65%	67%	65%	64%	63%	62%	63%	65%	69%
Increase:	246	125	82	56	8	64	269	38	209

Additional Information:

The majority of individuals accommodated in STAs, TEAs and Detox/alcohol residential services avail of supports as those types of accommodation have onsite service providers who immediately engage with service users to facilitate exits from emergency accommodation. Clients in private emergency accommodation have lower levels of supports as can be seen in Table 5 due to the fact that these are commercial entities not designed for the accommodation of homeless individuals.

Table 5: Number of clients with a support plan			
Accommodation Category	Total Number of Persons During Quarter 3 2018	Number with a Support Plan	% total with Supports
Supported Temporary Accommodation (STA)	3,595	2,213	62%
Temporary Emergency Accommodation (TEA)	85	73	86%
Private Emergency Accommodation (PEA)	2,451	856	35%
Other (Simon Detox and Residential Alcohol Service)	73	54	74%
(less) people accessing multiple accommodation types during the quarter*	-698	-269	
Total (Unique Individuals accessing emergency accommodation)	5,506	2,927	53%
<i>*Note – some individuals access services in more than one accommodation type during the quarter.</i>			

While there is still a significant number of individuals accommodated in PEAs work is ongoing to end the use of commercial hotels as a form of emergency accommodation and to ensure homeless individuals are accommodated in suitable accommodation designated for homeless services. Figure 9 indicates that the overall percentage of individuals with support plans in Q3 2018 is 53%, meaning that more than half of the individuals accessing emergency accommodation are offered supports to exit homelessness.

Figure 9: Number and percentage of adults in emergency accommodation with support plans each quarter in the Dublin Region

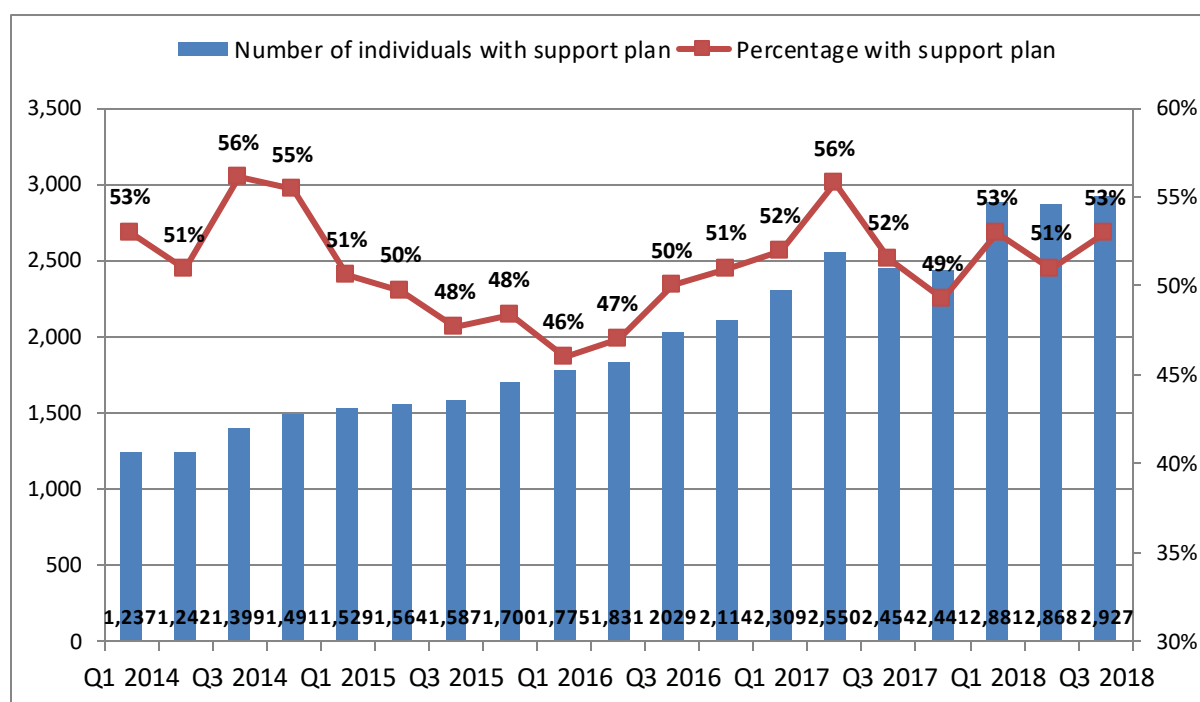


Table 5a: Support Planning in the Dublin Region during Quarter 3 2018

	Number of Adults accessing services Q3 2018	Number with a Support Plan	Percentage with Support Plan Q3 2018
Supported Temporary Accommodation (Service Provider on-site 24 hours)	1,492	1,404	94%
Supported Temporary Accommodation (Service Provider on-site night-only)	2,103	809	38%
Temporary Emergency Accommodation (Service Provider on-site: low support needs)	85	73	86%
Private Emergency Accommodation: Hotel / B&B (Visiting Support Homeless Action Teams)	2,451	856	35%
Detox/Residential Alcohol Services	73	54	74%

As indicated previously, the rates of support planning are higher in services where 24 hours supports are provided. Where no service provider is on site, rates of support planning are comparatively low.

4. Number of persons leaving emergency accommodation

Table 6: Number of persons leaving emergency accommodation Q3 2018	
Moved to new/independent accommodation (As reported in table 1)	1,032
Staying with family or friends	62
Relocated to another country	19
Departure to Medical Facilities: Hospital	43
Departure to Medical Facilities: Residential Treatment	36
Departure to Correctional Facilities: Prison (on remand)	26
Total	1,218

In addition to the 1,032 adults who departed to tenancies, there were 267 adults who departed emergency accommodation for other reasons. While many of those departing to family or friends, prison, hospital or residential treatment return to homeless services at some later point in time, the trend has shown that those relocating to another country do not. The majority of departures to another country are facilitated by the Barka project with others relocating through their own resources. Of the 19 individuals relocating in Q3 2018, 18 were supported to relocate through the Barka project.

5. Occupancy rate in emergency accommodation

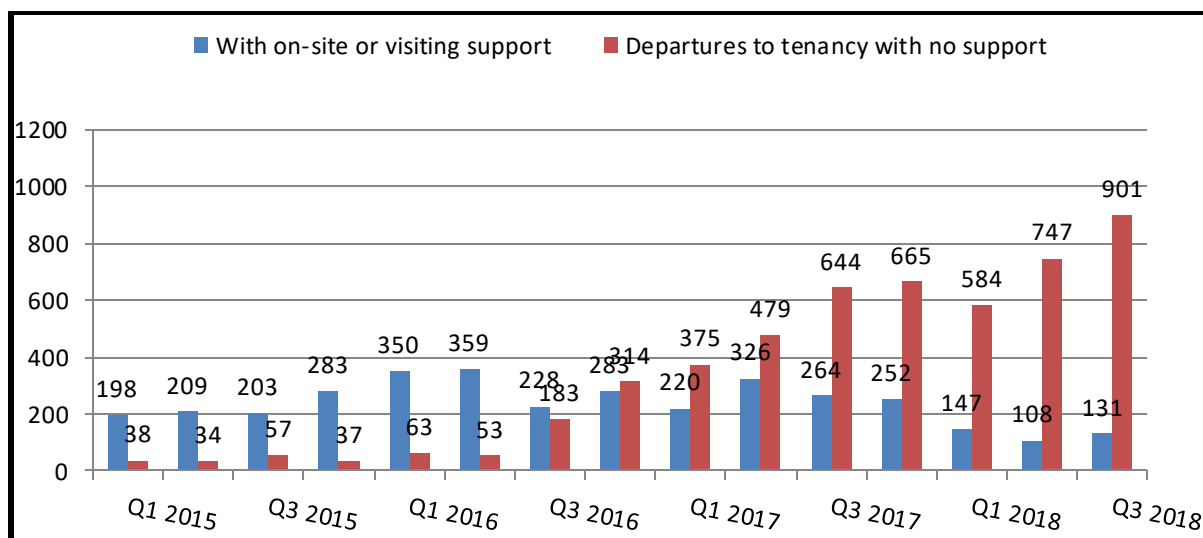
Table 7: Adult occupancy rate in emergency accommodation	
Total number of adult beds available at (30 th September 2018)	3,880
Number of adult beds occupied at (30 th September 2018)	3,879

On the last day of the quarter there were 3,880 adults accommodated in emergency accommodation, an increase of 59 on the last day of Q2 2018.

6. Number of persons moving on into independent living with support

Table 8: Number of persons moving to independent living with support	
Persons moved on into independent living with support	Total Q3 2018
Number in supported accommodation (LTA on-site supported)	12
Number in Approved Housing Body accommodation (AHB on-site supported and visiting support)	40
Number in local authority owned accommodation with support (LA on-site supported and visiting support)	63
Number in private rented accommodation with floating support services (visiting support only)	2
Housing Assistance Payment (HAP)	14
Total	131

In Q3 2018 the number of persons who moved to tenancies with some form of visiting or on-site support was 131 or 13%. This is on trend with previous three quarters where declining exits to housing with supports were also recorded. This trend indicates that most adults moving to housing only have a general housing need. Figure 10 below shows this trend in the decline of number of adults with supports in tenancy compared to number of adults moving to housing without any supports. The number moving to housing without any supports has been increasing since Q4 2016.

Figure 10: Number of tenancies with and without post settlement support each quarter in the Dublin Region

The Dublin Region continues to offer housing supports to individuals who need support in tenancy. There are currently four support services that offer support to individuals moved to housing, these are Support to Live Independently (SLI), Visiting Tenancy Sustainment Service (VTSS), HAIL Mental Health Visiting Service and Housing First supports. The services are offered by Focus/PMVT, Dublin Simon and HAIL. Table 9 below gives quarterly details on the number of individuals availing of the various types of supports to enable tenancy sustainment.

Additional Information:

SLI Service Provider	Number of new cases opened Q3 2018 – adults	Number of cases closed Q3 2018 – adults	Number of adults Supported at close of Q3 2018	Number of cases extended to next quarter – adults	Total new cases Year to date – adults	Total closed cases Year to date – adults	Total number of cases extended Year to date – adults
Focus/PMVT (SLI) Visiting Support	48	3	45	45	146	3	143
Simon (SLI) Visiting Support	79	7	72	72	226	18	208
VTSS Focus-DLRCC	13	0	13	13	25	0	25
VTSS Focus-FCC	7	0	7	7	22	7	15
VTSS Focus-SDCC	1	0	1	1	7	0	7
VTSS Simon	23	1	22	22	64	2	62
Hail Mental Health Visiting Support	9	0	9	9	52	7	45
TOTAL	180	11	169	169	542	37	505

In Q3 2018 a total of 180 adults availed of post settlement support through Support to Live Independently (SLI), VTSS and HAIL support services. At the close of quarter 3 169 of these adults were still receiving support with 11 no longer needing support.

The number of adults being supported in tenancies under the Housing First programme continues to increase as the program is extended to individuals with high support needs exiting to tenancy. As these individuals have high support and complex needs, there are occasions where tenancies fail and subsequent alternative tenancies have to be sourced. Figure 10 below shows this pattern. At the end of Q3 2018 tenancies for 222 unique individuals had been created and managed by housing first since the beginning of the programme.

Figure 10: Total Unique Individuals Supported in Tenancies through Housing First Programme.

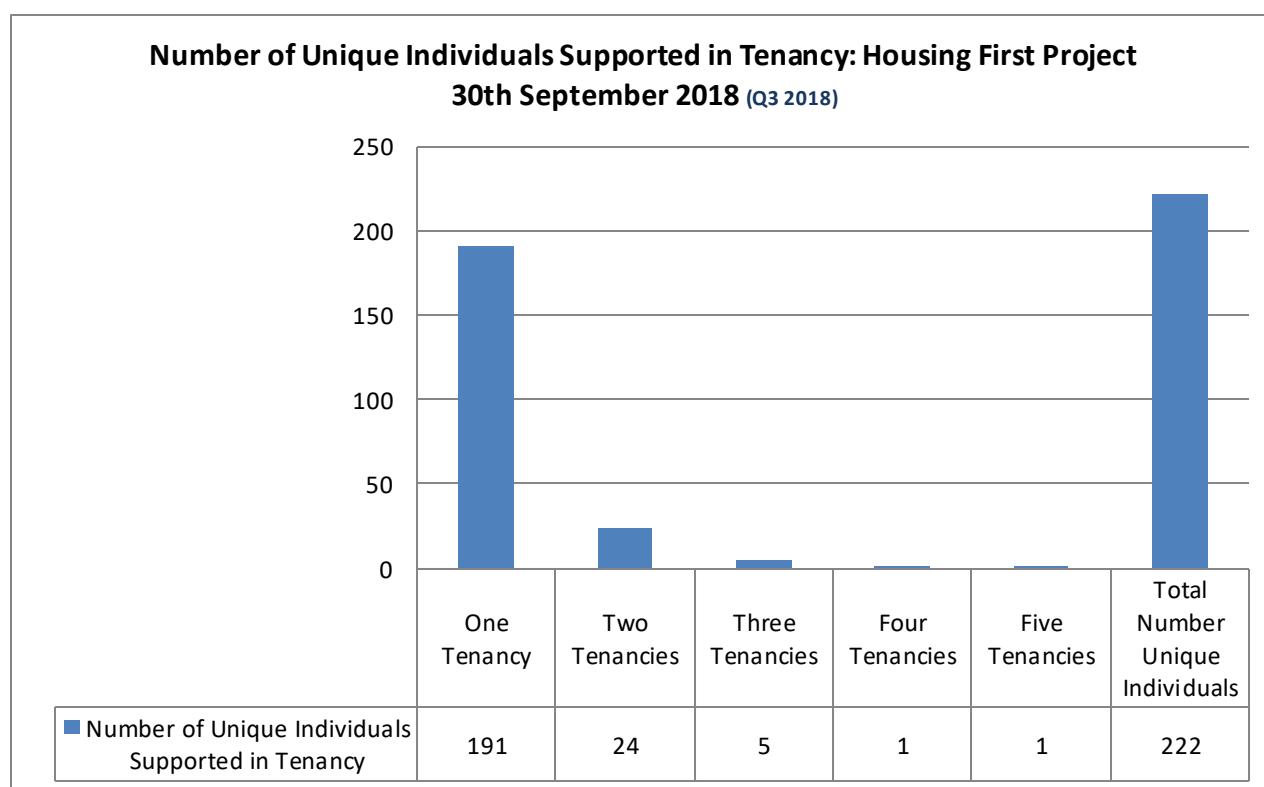


Figure 10 shows that a total of 191 individuals successfully sustained their first tenancy through housing first supports, while a total of 31 individuals have availed of more than one tenancy. The tenancy sustainment rate through the housing first supports is high at more than eightyseven percent. Housing First support is not time bound and when a tenancy fails support is continued so as to facilitate placement into another tenancy thereby preventing the individuals from sliding back into homelessness.

7. Number of persons moving on into independent living without support

Table 10: Number of persons moving on into independent living without support Q3 2018	
Number in private rented accommodation without support	0
Number in local authority owned accommodation without support	28
Number in other Approved Housing Body accommodation without support	50
Number in Housing Assistance Payment without support	823
Total	901

In Q3 2018, a total of 901 individuals moved to housing without taking up any tenancy sustainment supports. This represents 87% of individuals moving to housing in Q3 2018. As indicated earlier, the high rate of individuals moving to housing without supports is influenced by the high number of homeless prevention cases which are mostly households with a general housing need and not requiring any other form of support for tenancy sustainment.

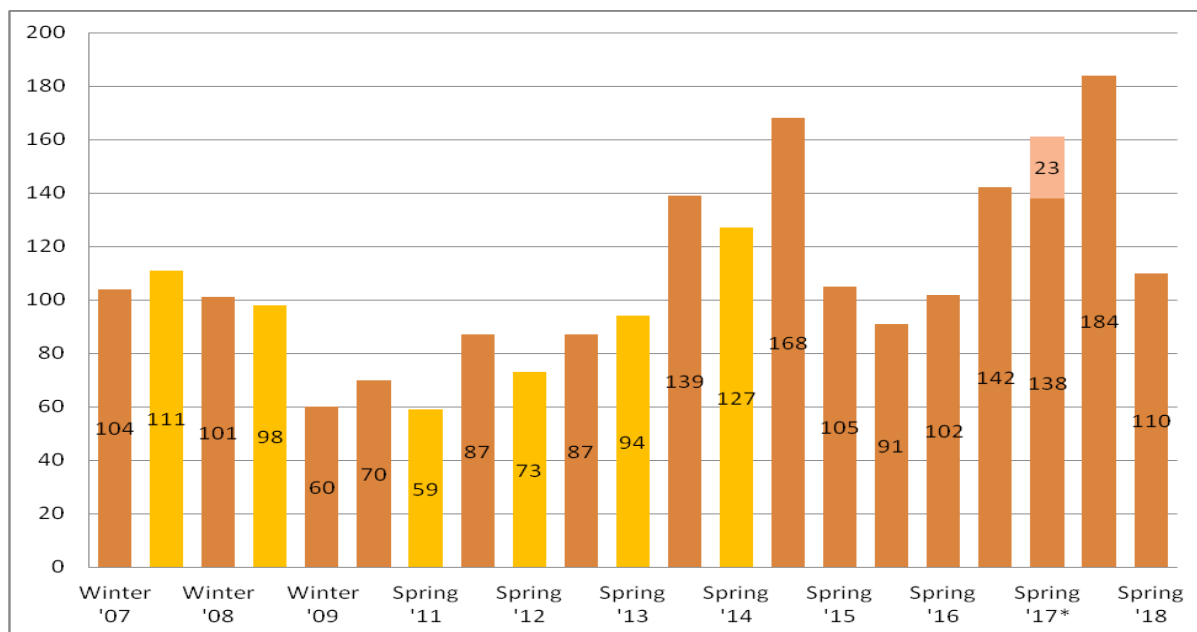
8. Number of persons sleeping rough

Table 11: Number of persons sleeping rough		
		With a Support Plan
Number of persons discovered sleeping rough on night of Rough Sleeping Count (27 th March 2018)	110	-
Number of persons sleeping rough with a PASS record	51	18

The Spring 2018 Rough Sleeping Count (RSC) took place on the night of 27th March 2018. There were over 150 volunteers and Local Authority staff members involved in the count across the Dublin Region. The results from the count show that there were a minimum of 110 individuals sleeping rough across the Dublin Region on that night.

Spring 2018 Trend

The graph in Figure 11 shows the results from each of the rough sleeping counts between 2007 and 2018. The Spring 2018 RSC shows significant a decrease in the number of individuals discovered sleeping rough in Dublin from 184 in winter 2017 to 110 in Spring 2018. This represents a decrease of 74 individuals or 40%.

Figure 11: Rough Sleeping Counts 2007-2018

The rough sleeping counts carried out in winter and spring complement the work carried out by the Housing First Intake Team that engages with individuals sleeping rough each night throughout the year. In Q3 2018 a total of 628 adults engaged with the Housing First Intake team.

Table 12: Number of persons recorded as rough sleepers engaging with HFIT in Q3 2018

Number of persons in contact Bedded Down	281
Number of persons in contact Not Bedded Down	347
Total Individuals	628
<i>Number of persons who also used Emergency Accommodation</i>	432

The engagement rate continues to increase and shows the significant progress being made by the Housing First Intake Team in relation to engaging with individuals sleeping rough and placing them in emergency accommodation. Of those engaging with the team total 432 individuals also accessed emergency accommodation, 39 fewer than over the previous quarter.

Table 12a: Emergency accommodation use amongst individuals rough sleeping

	Q3 2016	Q4 2016	Q1 2017	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018
Adults in contact with Housing First Intake Team (Street Outreach) over three month period	425	407	431	431	371	339	452	622	681	628
Adults also accessing emergency accommodation during three month period	285	283	291	291	249	236	315	456	471	432
Percentage accessing emergency accommodation	67%	70%	68%	68%	67%	70%	70%	73%	69%	69%

The Housing First Intake Team data continues to indicate that the majority of individuals engaging with the team have a low engagement rate as they only sleep rough for a very short period of time. In Q3 2018 total of 2% of the individuals engaging with the team had twenty one or more contacts.

Table 12b: HFIT number of contacts with individual adults in Q3 2018

Number of contacts Q3, 2018	Number of adults individuals Q3, 2018	Percentage	Number of contacts	Percentage
1-10 contacts	583	93%	1,471	65%
11-20 contacts	33	5%	435	19%
21-50 contacts	12	2%	369	16%
Total	628	100%	2,275	100%

Part 4**10. Meetings of the Management Group and Consultative Fora**

	Dates of meetings held in the Q2 2018	Membership Details	
Statutory Management Group	26/04/18 29/06/18 4/10/18	Dublin Region Homeless Executive South Dublin County Council HSE Integrated Service Directorate The Probation Service Tusla	
Regional Homelessness Consultative Forum	21/02/18 18/04/18 26/09/18 20/06/18	An Garda Síochána	
		City of Dublin Education & Training Board (CDETb)	
		Department of Social Protection	
		Department of Social Protection - HPU	
		Dublin City Council	
		Dublin Region Homeless Executive	
		Dún Laoghaire-Rathdown County Council	
		Fingal County Council	
		Homeless Network Crosscare Merchants Quay Ireland Threshold	
		HSE Integrated Service Directorate	
		HSE Dublin North City	
		HSE Dublin West – Social Inclusion / HSE Dublin Mid Leinster	
		Irish Council for Social Housing	
		Irish Prison Service	
		MAG – Peter McVerry Trust	
		South Dublin County Council	
		The Probation Service	
		TUSLA – Child & Family Agency	

Signed:



Eileen Gleeson, Director, Dublin Region Homeless Executive