APPENDIX A

Nottinghamshire County Council

Report to Cabinet

6 November 2025

Agenda Item:

REPORT OF THE SERVICE DIRECTOR – FINANCE, INFRASTRUCTURE AND IMPROVEMENT

FINANCIAL MONITORING REPORT: PERIOD 5 2025/2026

Purpose of the Report

1. To provide Cabinet with a summary of the budget monitoring position as at Period 5.

Information and Advice

Background

2. The Council approved the 2025/26 budget at its meeting on 27 February 2025. As with previous financial years, progress updates will be closely monitored and reported to management, the Cabinet Member for Finance & Resources or Cabinet each month.

Summary Revenue Position

3. The table below summarises the revenue budgets for each Portfolio for the forthcoming financial year. A forecast overspend of £3.1m is currently projected against the budget approved by Full Council in February 2025. This is a £2.2m adverse movement from Period 4 mainly as a result of the increased overspend in Adult Social Care set out in paragraphs 4 to 6. As a consequence of this overspend and the significant levels of uncertainty and financial challenges facing the Council over the medium term, the key message to effectively manage budgets and, wherever possible, deliver in-year savings is being continually reinforced.

Table 1 – Summary Revenue Position

Forecast Variance as at Period 4	Portfolio	Annual Budget £'000	Year-End Forecast £'000	Latest Forecast Variance £'000	Percentage Variance to Annual Budget
(57)	Children & Families	191,694	192,070	376	0.20%
2,572	Adult Social Care	327,299	332,250	4,951	1.51%
1,009	Transport & Environment	142,289	142,573	284	0.20%
(332)	Education & SEND	28,508	27,966	(542)	(1.90%)
308	Communities & Public Health	24,188	24,948	760	3.14%
643	Economic Development & Asset Management	28,530	28,619	89	0.31%
(142)	Deputy Leader & Transformation	3,776	3,640	(136)	(3.60%)
(137)	Finance & Resources	57,245	57,335	90	0.16%
3,864	**Net Portfolio (under)/overspend**	**803,529**	**809,401**	**5,872**	
(2,400)	Central items	(102,657)	(105,057)	(2,400)	
-	Schools Expenditure	103	103	-	
-	Contribution to/(from) Traders	3,651	3,651	-	
1,464	**Forecast prior to use of reserves**	**704,626**	**708,098**	**3,472**	
-	Transfer to / (from) Corporate Reserves	(18,800)	(19,291)	(491)	
(570)	Transfer to / (from) Departmental Reserves	(17,418)	(17,297)	121	
-	Transfer to / (from) General Fund	-	-	-	
894	**Net County Council Budget Requirement**	**668,408**	**671,510**	**3,102**	

Portfolio Variations

Adult Social Care (£5.0m overspend, 1.51% of net portfolio budget)

4. The Adult Social Care portfolio is reporting a forecast overspend of £5.0m which is mainly due to a £6.0m overspend in Community Social Work and Therapy Services (CSWT) offset by a £1.0m net forecast underspend across a range of other budgets.

5. In CSWT, the £22.1m pressure identified in Period 4 has decreased to £21.5m and predominantly relates to costs forecast on care and support almost entirely attributable to long-term care which has a forecast pressure of £21.2m, with £13.0m relating to people currently in receipt of support and an estimated £8.2m predicted growth for additional costs in the remainder of the year for new people and increases in the cost of existing support.

6. Management aims to control and largely mitigate the pressure on Commissioned Care through its Sustainability Plan, which as at Period 5, is reporting an additional financial impact in the year of £15.5m. Successful implementation and achievement of the Plan would have the effect of reducing the potential £21.2m pressure to £5.7m. It should be noted that there is a level of risk in delivering this plan as some elements progress through development into delivery. The Senior Leadership Team recognise the scale of the challenge facing them and have identified certain aspects of the Plan that will take longer to make a financial impact than originally anticipated. Demand from increased numbers and complexity of cases (in line with the experience of other Councils) continues to cause stress on the budgetary position.

Education & SEND (£0.5m underspend, 1.90% of net portfolio budget)

7. In the Education and SEND portfolio, a forecast underspend of £0.5m has been reported. This is mainly due to a forecast underspend of £0.6m on staffing and income budgets in the Education Learning and Inclusion Division offset by a £0.1m forecast overspend across a range of other budgets.

Communities & Public Health (£0.8m overspend, 3.14% of net portfolio budget)

8. In the Communities and Public Health portfolio, a forecast overspend of £0.8m has been reported. This is mainly due to a forecast overspend of £0.7m against the Coroners' budget which reflects the most recent cost estimates for the service provided by Nottingham City Council. In addition, a further £0.1m forecast overspend has been identified across a range of other budgets.

Central Items (£2.4m underspend)

9. Central Items primarily consists of interest on cash balances and borrowing, together with various grants, contingency and capital charges.

10. Several non-ringfenced grants sit centrally, however values are not normally confirmed until after the budget is set in February of each year. As such, the Council takes a prudent approach in estimating amounts to be received, specifically those which sit outside the Local Government settlement. One area of particular volatility relates to Section 31 Business Rates relief funding which is provided to offset any potential deficits created by additional business rate reliefs awarded by the Government. Such reliefs were expanded during the pandemic and funding has increased to compensate for correspondingly lower income from the Collection Fund. This has resulted in an additional £2.4m to be applied to Business Rates funding in 2025/26 and the implications of this increase will be factored into the range of assumptions that inform the progress of the Medium-Term Financial Strategy (MTFS).

11. The Council's budget includes a base contingency budget of £5.0m to cover slippage of savings and other potential unforeseen events. Also, further demand and inflationary pressures were identified that had a degree of uncertainty with regard to likelihood, value and profiling. Foremost amongst these items was the Pay Award for 2025/26 and additional funding for the increase in employers National Insurance contributions. Consequently, an additional provision of £16.1m was made within contingency to fund these pressures. The Cabinet, Cabinet Member for Finance & Resources or the Section 151 Officer are required to approve the release of contingency funds.

Requests for Contingency

12. On 23 July 2025, the National Employers, who negotiate pay and conditions on behalf of many local authorities including Nottinghamshire, announced that an agreement had been reached in respect of the 2025/26 pay offer for all employees covered by the National Joint Council for Local Government Services (‘Green Book’). Therefore, with effect from 1 April 2025, all Spinal points will be uplifted by 3.2% which will result in a cost to the Authority of £7.3m. As a consequence, Cabinet approval is sought to drawdown £7.3m from Contingency to fund associated costs.

13. As part of the Budget Report to Cabinet in February 2025, it was stated that funding was allocated to the Contingency budget to mitigate any shortfall or additional cost pressures specifically in relation to the increase in Employers National Insurance contributions with effect from 1st April 2025. Following a review of the cost impact, Cabinet approval is sought to approve the release of £4.7m to nullify the impact upon Portfolio pay budgets.

14. It was also detailed in the same report that a provision would be made within the Contingency budget to cover the recognised risks associated with both pressure containment and savings delivery in 2025/26, particularly within the Adult Social Care portfolio. Based on the emerging pressures as set out in paragraphs 4 to 6, Cabinet approval is sought to drawdown £5.0m to help mitigate the financial impact of continued pressures in Adults Commissioned Care services.

15. There has already been a call on the 2025/26 contingency budget from requests that have been approved by the S151 Officer which total £0.1m. Table 1 reflects that the three contingency requests above have been actioned and assumes that the residual contingency budget will be utilised in full for future requests.

Dedicated Schools Budget

16. The Department for Education’s High Needs Operational Guide 2025/26 states that high needs funding should be used to support provision for children and young people with special educational needs and disabilities who require additional resources to participate in education and learning, mainly in schools and colleges, from their early years to age 25 (excluding young people aged 19 to 25 who do not have an Education, Health and Care Plan and individuals who are over the age of 25). The funding should also support children up to age 16 in alternative provision who, because of exclusion, illness, or other reasons, cannot receive their education in mainstream or special schools.

17. Local Authorities’ High Needs Funding has been placed under increased scrutiny in recent years as the number of Local Authorities with Dedicated Schools Grant (DSG) deficits continues to grow. The Institute of Fiscal Studies reported in December 2024 that high needs spending has been consistently higher than funding by £200m to £800m per year between 2018 and 2022 mainly because local authorities have a statutory obligation to deliver the provisions set out in Education Healthcare Plans. As a result, local authorities have accumulated large deficits in their high needs budgets, estimated to be at least £3.3 billion by the end of the 2024/25 financial year.

18. Councils are currently permitted to keep high needs deficits (where the cost of providing support outstrips the SEND budgets available to councils) outside of their revenue accounts. However, this temporary accounting measure (statutory override) is due to end in March 2028.

19. A recent report from the Local Government Association suggests that over half of councils that support children with special educational needs and disabilities (SEND) have warned they will become insolvent when the statutory override ends and deficits are recognised on LA's balance sheets.

20. To date, unlike many Local Authorities, Nottinghamshire County Council has managed to avoid going into a DSG deficit position despite being relatively lower funded for High Needs due to the Government's funding allocation methodology. However, an overspend of £18.1m on the High Needs budget in 2024/25 reduced the Non-Individual Schools Budget (Non-ISB) reserve down to just £1.2m. As shown in the table below, the Children and Families portfolio are currently forecasting an overspend of £33.7m on the high needs block for 2025/26. This represents an increase in the forecast of £2.5m as a result of increased numbers requiring support in independent specialist provision and in post-16 settings outside of special schools and academies.

Table 2 – School's Budget Position

Previous Month's Variance OS/(US)	Funding Block	Budget £m	Forecast Expenditure £m	Forecast Variance OS/(US) £m
-	Schools	705.75	705.75	0
31.120	High Needs	130.233	163.916	33.683
(0.301)	Early Years	127.331	127.03	(0.301)
-	Central Services	5.919	5.919	0
30.819	**Total**	**969.233**	**1,002.615**	**33.382**

21. This forecast out-turn position will result in a forecast Non-ISB reserve deficit of around £31.7m at the end of the current financial year after taking into account brought forward balances and other adjustments.

Progress with Savings

22. The Council approved savings of £5.5m on 27 February 2025 for delivery in 2025/26, with further savings identified for the period 2027/28. It has been identified that the £1.2m Street Lane Rental savings scheme associated with the Civil Enforcement Parking budget will slip into the 2026/27 financial year as a result of delays to the implementation of the scheme by the Department for Transport.

23. The progress of the Council's current savings programme, alongside mitigations against pressures, will be monitored regularly. Officers will continue to monitor the deliverability of individual schemes and targets as part of the budget monitoring process and any variation to

the achievability of savings will be reported for approval as part of monthly financial monitoring reports.

Mitigations and Main Areas of Risk within the 2025/26 budget

24. To part-mitigate the impact of overspends on the areas highlighted above, it is expected that underspends may potentially be realised on both interest payable and interest receivable. As set out in the 2025/26 Annual Budget Report, a decision was taken to limit borrowing to what was already approved in the capital programme as well as using capital receipts to repay prior year debt. It is expected that this, alongside the maximised use of capital grants, will result in a forecast saving against interest payable budgets. In addition, the Council is receiving a higher rate of interest on short term investments than budgeted.

25. As reported in the Annual Budget Report 2025/26, there are further significant risks and uncertainties associated with the current local authority operating environment that may impact on the delivery of the MTFS. The main financial risks faced by the Council are as follows: -

- The cost pressures factored into the Council's budget may not be sufficient to meet:
  - the increasing demand and complexity of demand that actually arise for statutory services, particularly with regard to increased demand for Adults and Children's Social Care Services
  - further outcomes that result from on-going discussions between Adult Social Care and the Integrated Care Board around joint funded care
  - the impact of the National Living Wage

- Underlying risks caused by the aftermath of global energy and fuel inflation and the associated cost of living crisis have been compounded by national economic issues. Although CPI inflation fell below the Government's 2% target in September 2024 to 1.7%, as at August 2025 it stands at 3.8%. Volatility in the market and forecasts of Bank of England maintaining higher interest rates for longer reflects continuing risk that inflation may remain above the Government's target. In that situation and without a commensurate increase in financial resources, the spending power of the Council will become further eroded.

- The recent economic volatility in the UK has had a significant impact on the availability of staffing resource particularly in the social care sector as recruiting and retaining care staff across social care services remains difficult. Staff shortages have also been experienced in catering, facilities management and waste services.

- The 2025/26 Settlement reflected a one-year settlement only. As a result, estimated future increases in Central Government grants that are set out in the MTFS may not be in line with future announcements. In addition, the Ministry for Housing and Local Government have recently published its consultation entitled 'Fair Funding Review 2.0' which carries with it further turbulence and uncertain implications with regard to future local government funding.

- These risks will in part be managed through our approach to the reserves strategy which was approved at Full Council in February 2025.

Balance Sheet

General Fund Balance

26. Cabinet approved the 2024/25 closing General Fund Balance of £35.9m on 17 July 2025. This balance represents 5.4% of the net budget requirement.

Capital Programme

27. Table 3 summarises changes to the gross Capital Programme for 2025/26 since approval of the original Programme in the Budget Report (Council 27/02/25):

Table 3 – Revised Capital Programme for 2025/26

	2025/26	
	£'000	£'000
Approved per Council (Budget Report 2025/26)		147,199
Variations funded from County Council Allocations :		
Net slippage from 2024/25 and financing adjustments	15,369	
		15,369
Variations funded from other sources :		
Net variation from 2024/25 and financing adjustments	39,428	
		39,428
Revised Gross Capital Programme		**201,996**

28. Table 4 shows actual capital expenditure to date against the forecast out-turn at Period 5.

Table 4 – Forecast Capital Expenditure

Portfolio	Revised Capital Programme £'000	Actual Expenditure to Period 5 £'000	Forecast Outturn £'000	Expected Variance £'000
Education & SEND	61,620	20,236	57,068	(4,552)
Children & Families	3,759	1,526	3,773	14
Adult Social Care	882	73	882	-
Transport & Environment	105,966	17,899	105,841	(125)
Communities & Public Health	3,015	246	3,015	-
Economic Devt & Asset Mngt	10,489	2,906	10,352	(137)
Finance & Resources	12,117	4,266	12,097	(20)
Contingency	4,148	-	4,148	-
Total	**201,996**	**47,152**	**197,176**	**(4,820)**

Education & SEND

29. In the Education and SEND portfolio capital programme, a forecast underspend of £4.6m has been identified. This is mainly as a result of reported slippage totalling £4.7m against the School Places programme and reflects a re-profiling of the programme.

Variations to the Capital Programme

30. Under the Council's governance arrangements, the Section 151 officer has approved a number of variations to the capital programme as set out in the following paragraphs.

Education & SEND

31. **School Places Programme** - As part of the Period 5 monitoring process, it has been identified that a £4.7m re-profiling of the School Places capital budget is required as a clearer understanding of programme delivery is gained and as detailed design continues across multiple large expansion projects in the programme. The Education & SEND portfolio capital programme has been varied by £4.7m to reflect the identified re-profiling.

32. **School Access Initiative** - As part of the Period 5 monitoring process, it has been identified that £0.2m of funding is required to fund various projects relating to the School Access Initiative programme, to be funded from the School Buildings Improvement Programme. The Education & SEND portfolio capital programme has been varied by £0.2m to reflect this budget requirement.

33. **Gateford New School** - It has been identified, as part of the Period 5 monitoring process that the Gateford New School project has been completed with a £0.1m underspend which can be transferred back to the School Places programme. The Education & SEND portfolio capital programme has been varied by £0.1m to reflect this adjustment.

Children & Families

34. **Fostering Families** – A £0.1m capital bid relating to home adaptations for a fostering family was supported by the Corporate Asset Management Group in August 2025. The Children and Families portfolio capital programme has been varied by £0.1m to reflect this foster carer house adaption project.

Transport & Environment

35. **Hucknall Town Centre Improvement Scheme** – As part of the Period 5 monitoring process, £0.2m slippage was identified against the Hucknall TCIS as discussions are on-going with Via regarding the remaining commitment and it is unlikely that any further spend is required for 2025/26. The Transport & Environment portfolio capital programme has been varied by £0.2m to reflect the identified slippage.

36. **Major Infrastructure Improvement Scheme -** The Council has been successful in securing a £0.1m Section 106 contribution relating to Cannon Crossroads junction improvements. The Transport & Environment portfolio capital programme has been varied by £0.1m to reflect the secured external funding.

37. **Trees for Climate** - The Trees for Climate capital project is due to complete in 2025/26 with anticipated spend of £0.1m to be funded from external funding. The Transport & Environment portfolio capital programme has been varied by £0.1m to reflect the forecast spend against the Trees for Climate programme, funded fully from external funding.

Financing of the Approved Capital Programme

38. Table 5 summarises the financing of the overall approved capital programme for 2025/26.

Table 5 – Financing of the Approved Capital Programme for 2025/26

Portfolio	Capital Allocations £'000	Grants & Contributions £'000	Revenue £'000	Reserves £'000	Gross Programme £'000
Education & SEND	29,587	31,983	-	50	61,620
Children & Families	2,687	1,072	-	-	3,759
Adult Social Care	-	882	-	-	882
Transport & Environment	12,928	87,947	377	4,714	105,966
Communities	2,655	274	-	86	3,015
Economic Devt & Asset Mngt	7,978	2,255	-	256	10,489
Finance & Resources	9,451	-	-	2,666	12,117
Contingency	4,148	-	-	-	4,148
Total	**69,434**	**124,413**	**377**	**7,772**	**201,996**

39. It is anticipated that borrowing in 2025/26 will increase by £10.6m from the forecast in the Budget Report 2025/26 (Council 27/02/25). This increase is as a consequence of: -

- £15.4m of net slippage of capital allocations from 2024/25 to 2025/26 and financing adjustments funded by capital allocation

- Net slippage in 2025/26 of £4.8m of capital expenditure funded by capital allocation identified as part of the departmental capital monitoring exercise slippage identified.

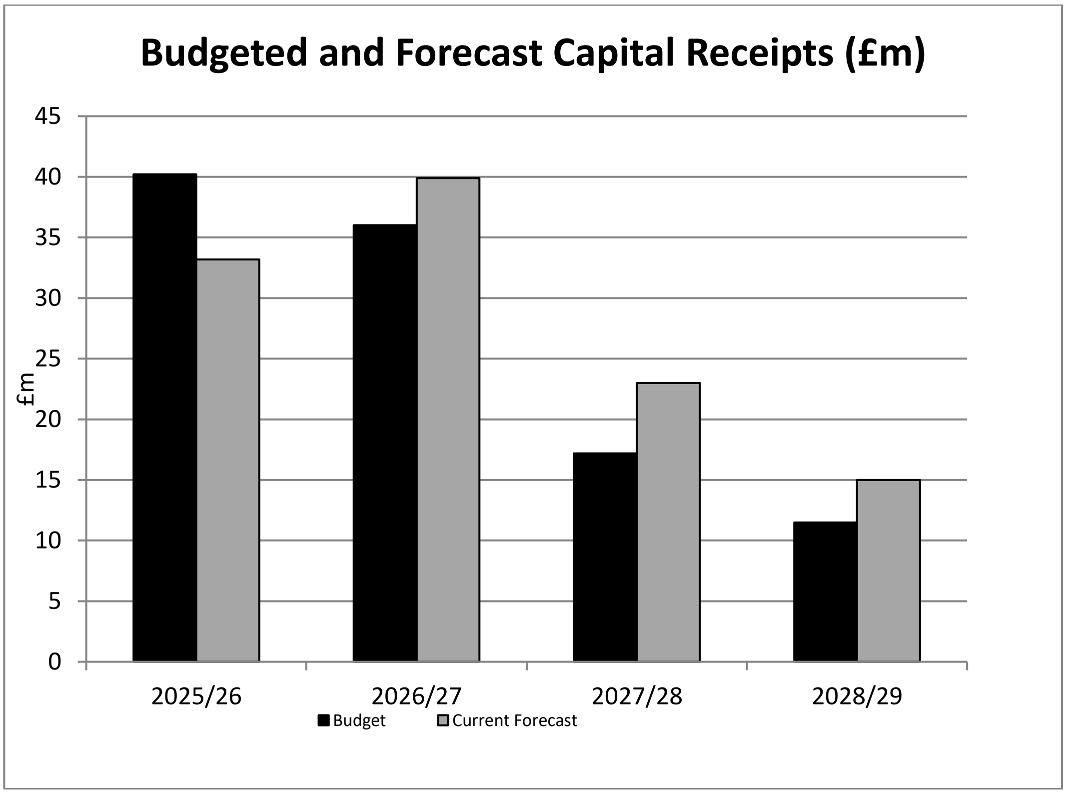
Prudential Indicator Monitoring

40. Performance against the Council's Prudential Indicators is regularly monitored to ensure that external debt remains within both the operational boundary and the authorised limit.

Capital Receipts Monitoring

41. Anticipated capital receipts are regularly reviewed. Forecasts are currently based on estimated sales values of identified properties and prudently assume a slippage factor based upon a review of risk associated with each property.

42. The chart below shows the budgeted and forecast capital receipts for the four years to 2028/29.



43. The dark bars in the chart show the budgeted capital receipts included in the Budget Report 2025/26 (Council 27/02/2025). These capital receipts budgets prudently incorporated slippage, giving a degree of "protection" from the risk of non-delivery.

44. The capital receipt forecast for 2025/26 is £33.2m. To date in 2025/26, capital receipts totalling £12.2m have been secured.

45. The number and size of large, anticipated receipts increase the risk that income from property sales will be below the revised forecasts over the next three years. Although the forecasts

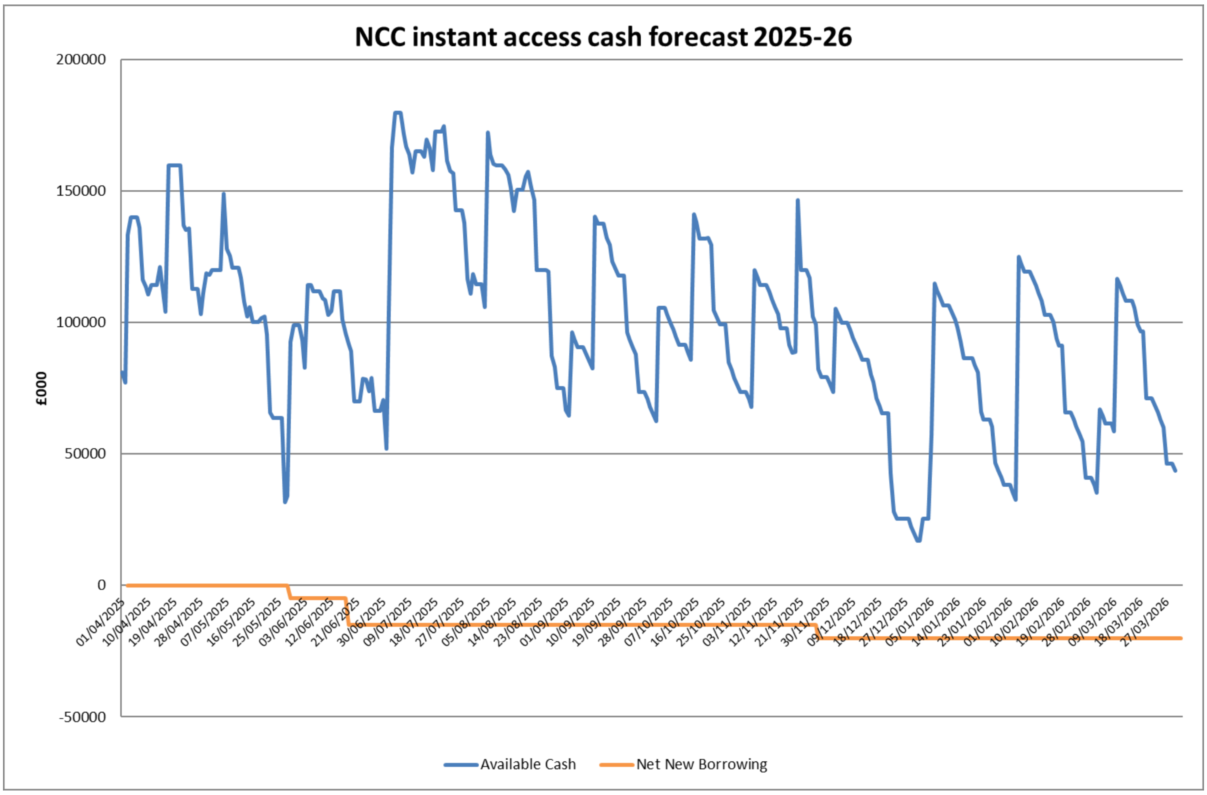
incorporate an element of slippage, a delay in receiving just two or three large receipts could result in sales being lower than the forecast.

46. Current Council policy (Budget Report 2025/26) is to minimise the impact of the cost of borrowing on the revenue budget. It is proposed that a minimum level of capital receipts, based on forecasts set out in the February 2021 Budget Report and the value of capital investment in short life assets over the MTFS, are set against previous years' borrowing. This policy will enable excess capital receipts to be used to fund future additional capital investment.

Treasury Management

47. Daily cash management aims for a closing nil balance across the Council's pooled bank accounts with any surplus cash invested in accordance with the approved Treasury Management Policy. Cash flow is monitored by the Senior Accountant (Pensions & Treasury Management) with the overall position reviewed quarterly by the Treasury Management Group (TMG).

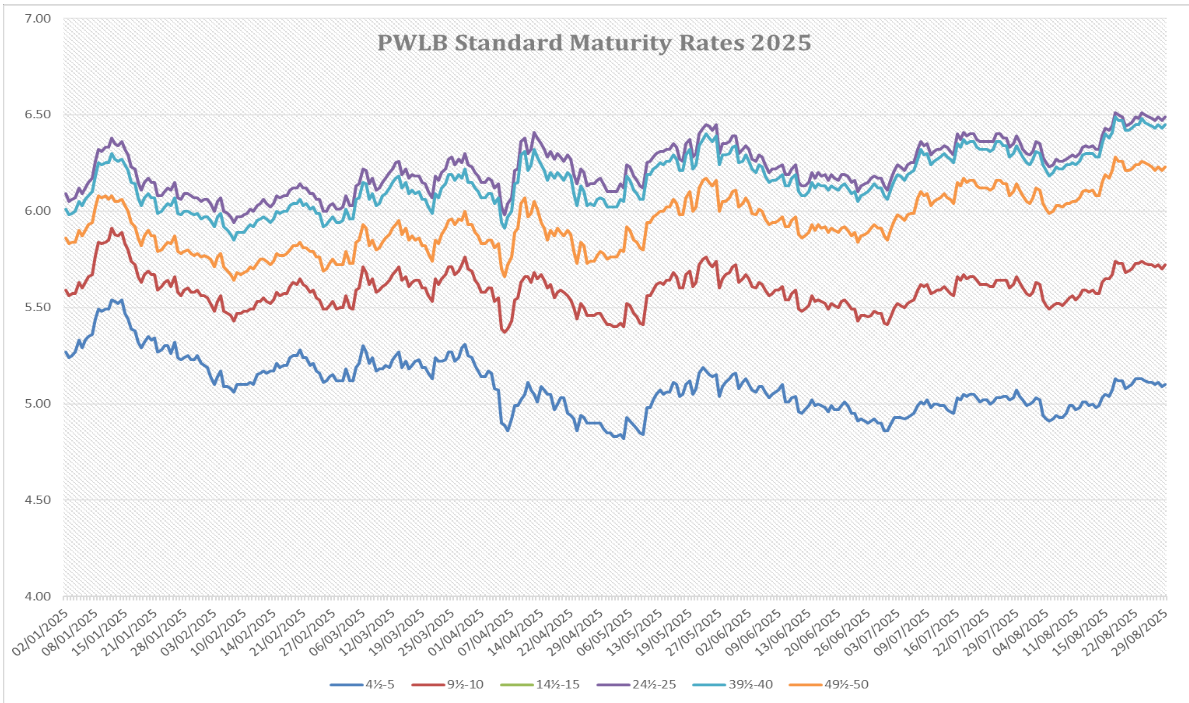
48. The cash forecast chart below shows the estimated cash flow position for the financial year 2025/26. Cash inflows are typically higher at the start of the year due to the front-loading receipt of Central Government grants, and the payment profile of precepts. Cash outflows, in particular capital expenditure, tend to increase later in the year, and the chart below reflects this. Also, expected borrowing in support of capital expenditure is not included in the forecast. The chart thereby helps highlight the points in the year when such borrowing will be necessary, and it is monitored daily so that treasury management staff can act comfortably in advance of the cash being required, the aim being to maintain adequate but not excessive liquidity.



49. The chart above gives the following information:

Available cash	Surplus cash (invested in call accounts, money market funds, or held at Barclays Bank) or a shortfall of cash indicating a need to borrow.
Net new borrowing	New loans taken during the year net of principal repayments on existing borrowing.

50. The Treasury Management Strategy for 2025/26 identified no need to borrow over the course of the year to (a) fund the capital programme, (b) replenish internal balances and to (c) replace maturing debt. This is because the Council intends to make use of its cash balances to temporarily finance its capital expenditure and will borrow long-term later. However, in early June the Council redeemed a £10.0m LOBO loan after the lender proposed a steep increase in the interest rate, and it may need to replace this with a PWLB loan later in the year. PWLB interest rates continue to be monitored to allow changes - or potential changes - in rates to feed into decisions on new borrowing. The Council remains able to take advantage of the PWLB "certainty rate" which is 0.2% below the standard rates, although rate rises over the last few years have somewhat tempered the benefit of this. The chart below shows the movement in standard PWLB maturity rates over the course of 2025 to date.



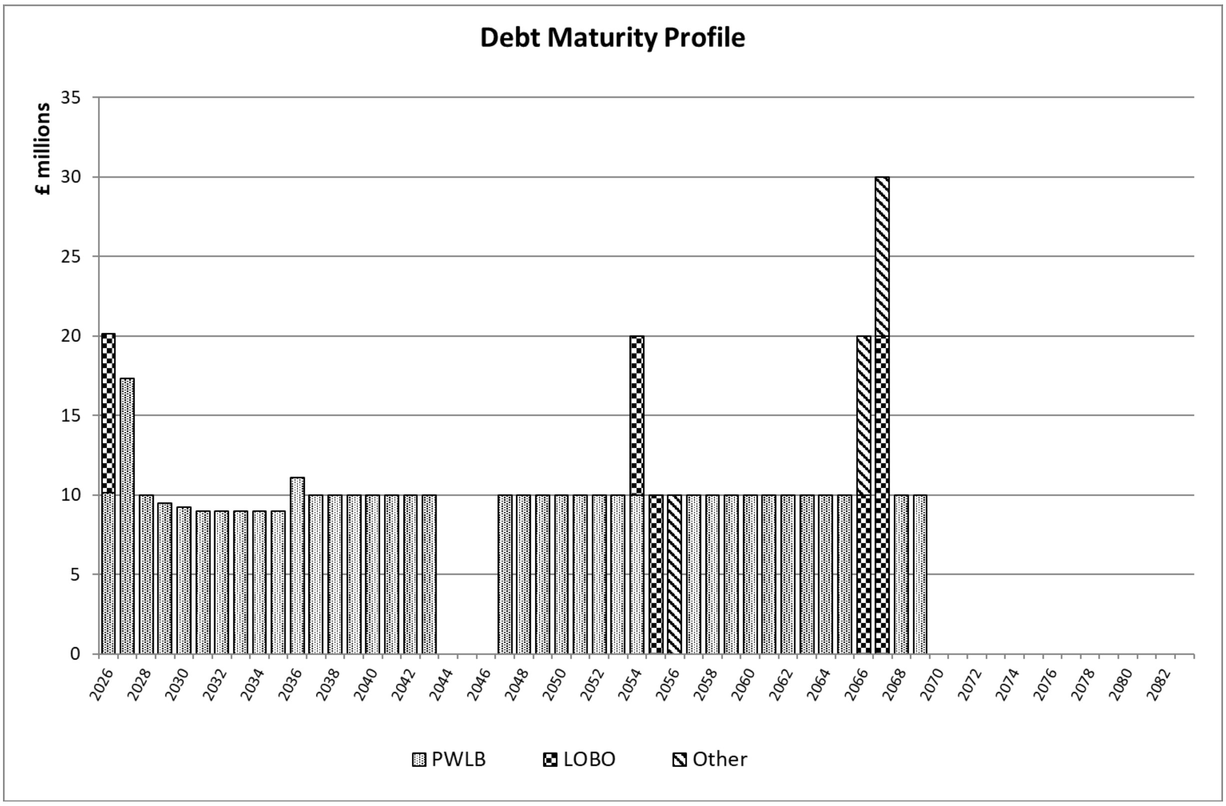
51. Borrowing decisions will take account of a number of factors including:
- expected movements in interest rates
- current maturity profile
- the impact on revenue budgets and the medium-term financial strategy
- the treasury management prudential indicators.

52. The maturity profile of the Council’s debt portfolio is shown in the chart below. The PWLB loans are reasonably well distributed and have a maximum duration of 50 years. When deciding on the lengths of future loans the Council will factor in any gaps in its maturity profile, with a view to minimising interest rate risk, but will consider this alongside other financial factors.

53. Long-term borrowing was also obtained from the market some years ago in the form of ‘Lender’s Options, Borrower’s Options’ loans (LOBOs). These loans were all taken at rates lower than the prevailing PWLB rate at the time and are treated as fixed rate loans on the basis that, when the lender opts to increase the rate, the Council will repay the loan. In keeping with this policy, in June the Council opted to redeem without charge a £10.0m LOBO after the lender revised its interest rate in excess of prevailing PWLB rates. This loan now appears in the 2026 column in the chart below.

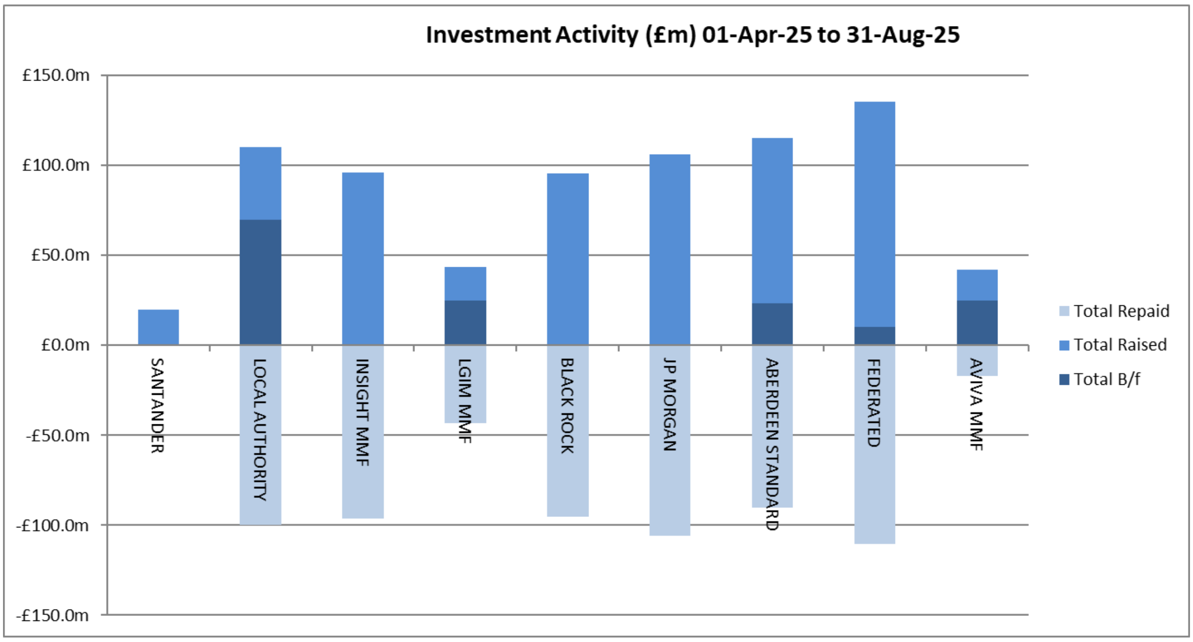
54. The remaining LOBOs could also mature before their full maturity dates, so they are managed within the scope of the Council’s Treasury Management policies.

55. The ‘other’ loans shown in the chart consists of fixed-term loans from Barclays Bank.



56. The investment activity for 2025/26 to date is summarised in the chart and table below. Opening investment balances totalled approximately £153m at the start of the year and £105m at the end of August.

	Total B/f £000	Total Raised £000	Total Repaid £000	Outstanding £000
SANTANDER	0	20,000	0	20,000
LOCAL AUTHORITY	70,000	40,000	-100,000	10,000
INSIGHT MMF	0	96,050	-96,050	0
LGIM MMF	25,000	18,350	-43,350	0
BLACK ROCK	0	95,450	-95,450	0
JP MORGAN	0	105,950	-105,950	0
ABERDEEN STANDARD	23,400	91,750	-90,150	25,000
FEDERATED	10,000	125,390	-110,390	25,000
AVIVA MMF	25,000	16,800	-16,800	25,000
	153,400	**609,740**	**-658,140**	**105,000**



57. As part of the Council’s risk management processes all counterparty ratings are regularly monitored and lending restrictions changed accordingly.

Statutory and Policy Implications

58. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Other Options Considered

59. To informally brief the Cabinet Member for Finance and Resources. By noting the latest position as a formal decision, this enables the Council to be more transparent and for all County Councillors and the public to be kept informed of the latest position in a timely manner.

Reasons for Recommendations

60. To enable the Cabinet to be fully informed of the latest position with the Council's budget and for that information to be made publicly available.

RECOMMENDATIONS

1) For Cabinet to: -

- Note the individual portfolio revenue budgets for 2025/26.
- Approve the contingency requests as detailed in paragraphs 12 to 14.
- Note the summary of capital expenditure to date, year-end forecasts and variations to the capital programme.
- Note the Council's balance sheet transactions

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For any enquiries about this report please contact:
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Constitutional Comments (CM 09/10/2025)

61. The recommendations fall within the remit of the Cabinet. In combination with statute and other guidance, the Financial Regulations contained within the Council's Constitution set the parameters and rules for the management of the Council's budget.

Financial Comments (GB 18/09/2025)

62. The financial implications are stated within the report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- ‘None’

Electoral Division(s) and Member(s) Affected

- ’All’