

Heading	Sub-Heading	2011/12		2012/13		2013/14		2014/15	
		No.	£000's	No.	£000's	No.	£000's	No.	£000's
Lieu of Notice	Contractual payments in lieu of notice					8	27		
MARS	MARS National	44	985	20	403				
MARS	Mutually agreed resignations (MARS)								
	contractual costs					9	389	7	170
<b>Sub Total</b>		<b>44</b>	<b>985</b>	<b>20</b>	<b>403</b>	<b>9</b>	<b>389</b>	<b>7</b>	<b>170</b>
Non-contractual payments	Non-contractual payments requiring HMT approval*					1	30	1	15
Non-contractual payments	Severance Payments (non-contractual)	3	146	-	-				
<b>Sub Total</b>		<b>3</b>	<b>146</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>30</b>	<b>1</b>	<b>15</b>
<b>Grand Total</b>		<b>47</b>	<b>1,131</b>	<b>20</b>	<b>403</b>	<b>18</b>	<b>446</b>	<b>8</b>	<b>185</b>

2015/16		2016/17		2017/18		2018/19	
No.	£000's	No.	£000's	No.	£000's	No.	£000's
				7	47	7	28
4	78					2	96
<b>4</b>	<b>78</b>	-	-	-	-	<b>2</b>	<b>96</b>
				3	13	1	15
-	-	-	-	<b>3</b>	<b>13</b>	<b>1</b>	<b>15</b>
<b>4</b>	<b>78</b>	-	-	<b>10</b>	<b>60</b>	<b>10</b>	<b>139</b>