STUDENT UNION LETTINGS LIMITED

England & Wales · Charity number 1149922

Details

Other names	SU LETS
Status	Registered
Legal form	Charitable company
Company number	08140750
Registered	2012-11-26
Register	View on the Charity Commission register

Contact

Address	De Montfort University Mill Lane Leicester LE2 7DR
Phone	0116 4670315
Email	enquiries@sulets.com
Website	www.sulets.com

Activities

Objects: THE OBJECTS FOR WHICH THE COMPANY IS ESTABLISHED ARE THE ADVANCEMENT OF EDUCATION BY PROVIDING AND MANAGING ACCOMMODATION AND RELATED SERVICES FOR EDUCATIONAL INSTITUTIONS, THEIR STUDENTS AND OTHER PERSONS ASSOCIATED WITH EDUCATIONAL INSTITUTIONS

Activities: THE OBJECTS FOR WHICH THE COMPANY IS ESTABLISHED ARE THE ADVANCEMENT OF EDUCATION BYPROVIDING AND MANAGING ACCOMMODATION AND RELATED SERVICES FOR EDUCATIONAL INSTITUTIONS,THEIR STUDENTS AND OTHER PERSONS ASSOCIATED WITH EDUCATIONAL INSTITUTIONS. THE COMPANY CURRENTLY OPERATES EXCLUSIVELY IN THE LEICESTER AREA

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Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** Accommodation/housing
- **Who:** Other Charities Or Voluntary Bodies, Other Defined Groups

Geography

- Leicester City

Finances

Period end	Income	Expenditure	Assets	Employees
2025-06-30	£1,822,251	£1,533,528	£2,358,661	11
2024-06-30	£1,739,703	£1,490,662	£2,069,938	11
2023-06-30	£1,485,589	£1,306,033	£1,820,897	12
2022-06-30	£1,459,492	£1,328,056	£1,641,341	12
2021-06-30	£1,912,484	£1,705,926	£1,509,905	12

Trustees

Name	Role	Appointed
Aisha Ward		2026-06-08
Angela Truby		2026-04-10
Dr Paul Groves		2020-02-06
Gemma Lomas		2021-10-18
Liam Davis		2023-10-12
Philip Harris		2025-09-23
Richard Mark Osborn		2020-02-05
Sarah Bradley		2022-01-31

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STUDENT UNION LETTINGS LIMITED

England & Wales - Charity number 1149922

Accounts

H08140750
Charity number: 1149922

STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

STUDENT UNION LETTINGS LIMITED
(A company limited by guarantee)

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STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 30 JUNE 2025

Trustees

Dr Paul Groves, Chair
Mr Ceri Davies
Mr Richard Osborn
Ms Debbie Muddimer
Miss Gemma Lomas
Mr Martin Chuter
Miss Sarah Bradley
Mr Liam Davis
Mr Laurence Perkins
Miss Jade Thomas (resigned 1 August 2024)
Mr Marco Carrelli (appointed 23 September 2025)
Mr Phil Harris (appointed 23 September 2025)

Company registered number

08140750

Charity registered number

1149922

Registered office

First Floor Campus Centre Building
Mill Lane
Leicester
Leicestershire
LE2 7DR

Chief Executive Officer

Mr Irving Hill

Independent auditor

Crowe U.K. LLP
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2025

Solicitors

Shakespeare Martineau LLP
Leicester
LE1 1QH

Hatch Legal
Seascale
CA20 1QU

Bankers

RBS
5 Market Street
Leicester
LE1 6DN

TRUSTEES' REPORT
FOR THE YEAR ENDED 30 JUNE 2025

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Student Union Lettings Limited (the company) for the year ended 30 June 2025. The Trustees confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP 2019), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The Company trades under the name Sulets.

STRUCTURE, GOVERNANCE AND MANAGEMENT

CONSTITUTION

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 9 July 2012.

The company is also a registered charity, number 1149922.

ORGANISATIONAL STRUCTURE AND DECISION MAKING

The charity was formed in 2012 by the current CEO in collaboration with the two Student Unions who remain members of the charity.

The company consists of a board comprising up to 12 trustees who provide oversight of the charity. Currently, there are 9 trustees in post. The board is made up of a mixture of external trustees who are recruited and those who are co-opted onto the board. The University of Leicester Students' Union and De Montfort University Students' Union are members of the charity and each appoint up to 3 trustees to the board.

A Senior Management Team supports the CEO to operate the business and deliver our strategic goals. The team comprises a Head of Operations, a Finance Manager, and a Digital Marketing Manager. The CEO is directly responsible to the Trustee Board for the operation and performance of the charity. The Board meets regularly to receive reports from the CEO, to review the charity's performance and administration and to decide strategic direction.

Sulets operates from a management suite, and separate shop based in DMU's Campus Centre. This is a key location on campus. We also have a significant presence at the University of Leicester Student Union both on their website and at key student events throughout the year. Our relationships with the two Student Unions are critical to our success, and we greatly value their unstinting support over many years.

The charity has purchased indemnity insurance in favour of the trustees of the charity. The cost of the insurance was £683.

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MISSION, VALUES AND PUBLIC BENEFIT

The objects for which the company is established are the advancement of education by providing and managing accommodation and related services for educational institutions, their students and other persons associated with educational institutions.

Our Mission is:
To raise standards in accommodation for the students of Leicester. To be honest, transparent and fair in our actions and to enhance the student experience.

Our Values are:
- To raise standards in student housing in Leicester
- To be transparent & fair
- To offer value for money
- To be student friendly

In setting our objectives and planning our activities the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

The Trustees believe that there is a clear and continued public benefit from the operation of Sulets. This includes:

- A not for profit, ethical operating model.
- Private rented sector properties that are of a high standard and have been assessed against our own code of standards.
- Clear evidence that we continue to have a positive impact on the standards of the Leicester HMO market.
- No 'summer rent' periods for students (half rent charged but with no right to live in the property).

REVIEW OF ACTIVITIES

Sales

Leicester remains a highly competitive market both in terms of competitors and the drop in student numbers. This year, our PBSA properties were 100% let and all of our houses were let albeit that we have seen a decline in available properties due to landlords exiting the market. Whilst it's not possible to give exact reasons in all cases, the new renters rights bill, an ever-tightening regulatory environment and the changes in taxation have certainly made the PRS a more difficult investment proposition. However, we are happy that any loss of properties is due to landlords selling the property rather than leaving Sulets.

For the current year we let 2269 beds in a mixture of purpose-built student accommodation (PBSA) and PRS accommodation. Out of this total number, 419 bedspaces are in PRS accommodation.

OPERATIONS

Developing our own property portfolio

In September 2024, we purchased our fourth property from an existing landlord that was wishing to sell. In keeping with our previous purchases, we have planned a significant refurbishment of the property which will take place during June 2025, as the property was already let for the 24/25 year when we purchased it.

Sulets has a long-term aim to use its cash reserves to purchase, refurbish and long-term own properties to

(continued)

provide a sustainable income for the charity and use these properties to showcase the standards and quality of accommodation that we believe students should enjoy.

Supporting the student experience

Providing supportive, good quality housing remains the core of Sulets mission and the reason that the charity was originally founded. Students righty demand good housing and excellent service and we believe that we have had a positive influence in promoting this in the city. Unlike many for-profit agencies, we are selective about the properties that we take under management and we have declined to continue to manage properties where either we have been unhappy with the property or the landlord. As an example, this year we refused to continue leasing a portfolio of 15 houses due to continual issues with the management of the buildings and on-going complaints from tenants. This is a key distinguishing feature of Sulets approach where we actively put tenants first even when it results in a loss of income for the operation. Simply put, Sulets strives to do the right thing and this is the reason why we continue to have positive reviews from students and a happy and supported staff team.

We have placed increasing importance in cleaning and maintenance in our properties as we understand that 'getting it right' from the start of the tenancy means that we have happy students who can focus on their studies at university. Following all reported repairs, we contact the tenants to ensure that the repair has been completed properly and that they are happy with the result. We closely monitor surveys and feedback and we are investing in systems to automate more of the day-to-day admin so that the team can spend more time supporting tenants in their properties.

This year, we have also offered reduced tenancy lengths on some of our houses and unlike virtually every other provider, we don't charge 'summer rent' to students which is the practice of charging up to 8 weeks 'half-rent' without being allowed to live in the property. We don't think this is fair to students and it doesn't fit in with our values.

Student surveys

Each year we survey students in all our HMO housing to measure overall satisfaction and to drive improvements. This is a key indicator of how well we are doing in our mission. This year we sent our survey to 412 tenants and 92 responded, a response rate of 22.3%.

Highlights from our existing portfolio of leased and managed properties include:

- Overall, 86.38% of students stated that they would recommend Sulets to other students. This was an increase of the previous year of 84.3%.
- 84.13% of students agreed that their rent provided good value for money. This was 87% in 2024 and 83% in 2023.

These figures are encouraging and show that year-on year, we receive consistently high approval ratings and we are viewed as good value for money which is a key part of our mission.

Landlord survey

In addition to surveying students, we also seek the views of our landlords to measure performance and improve our service. This year we had a much-improved response rate to our annual survey and 62% of landlords completed our questionnaire. The key highlights were:

- 90.48% said that they would recommend Sulets to another landlord.
- 95% said that we were happy with our expertise and technical knowledge.
- 95% said they found us easy to contact and responsive when they needed support.

The results were overwhelmingly positive with regards Sulets level of service and support and is part of a long

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standing, consistent picture of positive reviews from landlords and tenants.

Repairs KPIs

We know that how quickly and efficiently we deal with repairs directly impacts our tenant's happiness, comfort and well-being so we have increasingly focussed on improving how we respond to maintenance requests over the last few years. Sulets operates a 24/7 external call centre for repairs and has several contractors that are available throughout the night to attend to critical incidents should they arise.

Similar to large operators such as Housing Associations, we grade repairs in our properties on 3 categories, priority 1, 2 and 3. Priority 1 is an urgent repair requiring the job to be completed in 24 hours. Priority 2 and 3 are categorised as within 7 days and 20 days respectively.

We aim for a 90% target across each classification. This year our repairs completion rate was 96.73% which is a new record for Sulets and helps demonstrate why we get consistently positive reviews and feedback from tenants.

Staffing

Last year, Sulets was awarded Investor in People (IIP) Platinum which is the highest level of IIP award available. The platinum award is only granted after the assessor's recommendation is considered by a panel of judges. Worldwide, 50,000 companies have the IIP standard but only 2% have achieved platinum, so this puts Sulets amongst the best performing companies in the country. We are pleased to confirm that this was reconfirmed this year at the annual review and we are confident of retaining this when we have our 3-year reassessment in 2026.

Since 2019, we have run an independent, anonymous staff survey managed by an external HR consultant. The survey measures areas such as happiness in the role, support from their manager, how valued they feel by the business and training and development. We are thrilled to announce that we have again achieved an employee engagement score of 100%. This is the third time that we have received a 100% score and the second year in succession. This is an outstanding result and is testament to the staff team and how well the whole organisation works together to achieve our mission.

This staff engagement survey score is based on the following key questions:

1. I feel happy at work.
2. I'm proud to be a member of the Sulets' team.
3. I feel I am supported by my immediate line manager.

Our outstanding staff engagement scores feed directly into our positive staff retention numbers. Across the business, the average time in post is now 6.6 years with 4 members out of a staff team of 10, having worked for over 10 years at Sulets. Unsurprisingly, happy and supported staff stay in the business and in turn this is reflected in our excellent reviews and Trustpilot scores. We see this as a virtuous circle and see our staff team as one of the key reasons for our success.

This year we have entered The Times Best Places to Work awards. We have already received our scores following the independent external survey and we know that we have achieved excellent results. We are hopeful that we will score highly in the awards although competition is very fierce and hundreds of companies enter these prestigious awards every year. The results will be announced in May 2026 and we hope to report positive news next year.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2025

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Webinars

We have continued with our webinars again this year although they have reduced over the previous year. We have received many comments from within the industry, from other lettings agents and directly from landlords about the quality of the content and how helpful they are. Creating webinars is one way that we can promote good practise within the sector. It also has the obvious benefit of promoting our name in the sector and to landlords. Next year, we intend to expand the number of webinars that we produce. As part of our charitable objectives, these will remain free even where there is a cost to produce them and where we need to pay for the content creators.

This year we have run 2 free webinars with both of them focussed on the Renters Rights Bill. The webinars have been very successful and over the year we have had over 325 attendees. So far our YouTube videos have viewed 1807 times.

Marketing

Our website remains a key focus of our marketing activity and an important source of information for students. Whilst a major part of the site is based on promoting our properties, we also offer advice guides written by external student advisors as well as hosting our webinars that are offered free to landlords, agents and others operating in the sector.

We have continued to invest in the site. We commissioned an external review and made considerable improvements to the UX to improve the customer journey, including showing let agreed status and showing tenancies for the current and future lettings years. Investing in our site and expanding content will be a continual focus of the team.

The site attracted over 65,000 users over the year and there were 294,809 page views. Our site is supported by links from both Universities and the Student Unions' and this results in our dominance in SEO rankings. We still rank #1 for the top 2 keywords for search and consistently rank highest for organic search.

Review volumes have continued to grow to over 787 across Google & Trustpilot with an average rating off 4.5 out of 5, further enhancing our reputation as the #1 provider of student accommodation in Leicester.

We conducted external mystery shopper reviews with both landlord and tenant enquiries to see how we perform in real-life situations. We find these invaluable for ensuring that customer service remains a key focus of the company.

Governance

Currently there are 10 members who make up the board of Sulets. The board is chaired by an external Trustee.

Upon joining the board, new trustees are given a comprehensive induction which includes meeting the staff and senior team, the chance to view a selection of Sulets properties and advice from our solicitors on Board responsibilities and legal requirements.

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The Board met on 4 occasions to discuss regular board related business. All of the meetings were held online. Board attendance is as follows:

Name	Maximum number of attendances	Actual number of attendances
Paul Groves	4	4
Debbie Muddimer	4	4
Richard Osborn	4	3
Sarah Bradley	4	3
Liam Davies	4	3
Martin Chuter	4	3
Laurence Perkins	4	2
Ceri Davies	4	3
Gemma Lomas	4	4

:

One of Sulets long term ambitions, is to create our own property portfolio and we will buy, refurbish and long-term hold properties to generate income for the charity and to showcase the standards and quality that we wish to promote in the student sector. To help support this, we are pleased to report that we have recruited two exceptional new trustees, Mr Phil Harris and Mr Marco Carrelli. They both bring a wealth of property development experience to the board which will help further our long-term ambitions for Sulets.

Sadly, one of our long-term trustees, Ceri Davies, left the Board as their term of office had come to an end. Ceri has supported Sulets for 9 years and has been invaluable and provided steadfast support throughout his time in post. Along with the CEO, Ceri helped found the charity in 2012. We wish to express our utmost thanks for his support and he leaves with our best wishes.

LOOKING AHEAD

Changes to the market and the Renter Rights Bill

The previous Conservative government brought forward the Renters Reform Bill, which promised to be the biggest change in housing law in 35 years. The new government continued with the new legislation, renaming it, the Renters Rights Bill (RRB) and added further tenant protections into the proposed law. At the time of writing, the bill has not become law but has virtually completed all of the parliamentary hurdles and is expected to receive Royal Ascent in September 2025 and become law in mid-2026 following an implementation period.

It is no overstatement to say that the changes will be huge and we expect there will be significant disruption in

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the market. Some of the significant changes include:

- Abolition of S21
- The ending of fixed term tenancies
- The ending of termly payments
- 2-month notice periods for tenants
- Ending rent in advance
- Decent Homes Standard

We support changes that improve standards in law for students and in particular the new Decent Homes Standard but many of the changes will severely disrupt the market which could ultimately be bad for tenants. Many in the sector including Universities and other housing charities have voiced concern about the changes and two-tier system pitting PBSA against the traditional HMO market.

Anecdotally, we continue to see long standing landlords deciding to sell their properties and leave the market. We have also seen some of the specialist student lettings agents sell their portfolio and we believe that this will gather pace as many will find it difficult to operate once the standard termly fixed term tenancy system ends. The likely impact of this will be less choice for students and rising prices. The likely beneficiaries are the large PBSA operators who are being given an exemption from the RRB and are likely to mop up demand that was previously taken by the student HMO market.

Due to our charity status, we believe that Sulets will be in a very good position to meet these changes and we are hopeful that we will be able to grow our portfolio with landlords joining the service from other operators.

Changes to the Sulets landlord model

Lettings agents typically operate two different service types, Let Only (LO) and Fully Managed (FM). As the name suggests, LO just finds tenants whereas FM is more comprehensive and manages the property, collects the rent and deals with maintenance. Sulets operates a third model, leasing. This is where we lease the property on a 1-year basis which enables us to act as the landlord. There are several advantages to this model, one of which is that we manage the property directly which means that we can deal with issues and repairs much quicker than the usual models which directly supports our mission.

Starting from next year, we have decided to only offer a leased service to landlords. This will help us to continue to drive up standards and thanks to our unique legal status, will enable us to support landlords during the RRB changes that are predicted to come into force in 2026.

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FINANCIAL REVIEW

The general reserve policy is intended to cover trading activity and redundancy costs in the event that we needed to wind the business up.

The Board reviews the risks to the business at least annually and has decided Sulets should hold 4 months operating costs plus the cost of redundancy payments for staff as a general operating reserve.

All free cash sums in excess of the operating reserves are held in short-term interest-bearing bank accounts to provide an additional return to the operation. This amount forms our investment reserve, which is used to purchase properties as they become available or for investment elsewhere within the operation.

The reserves policy covers:

4 months operating costs + an additional fund to cover redundancy costs for all staff.

Our designated reserves policy sum is £305,970
Our current investment reserve is £1,035,285

Going Concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

MATERIAL INVESTMENTS POLICY

Sulets has purchased its fourth property during the current financial year. The Trustee Board have adopted an investment policy to ensure that our investment fund is used to further the aims of the charity by purchasing additional student properties for rent as attractive deals become available.

RISK MANAGEMENT

The Trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

We have a risk register and this is reviewed annually by the Trustee Board. This was last reviewed in July 2025. We consider that the top two risks that the charity faces are:

- Lettings risk. A significant decline on lettings could impact the charity.
- Legislative risk. The significant changes that may impact Sulets once the proposed Renters Rights Bill is enacted

The Board has considered these risks and has a range of mitigating strategies and controls in place which are reviewed and tested on a regular basis.

STAFF REMUNERATION

The CEO's performance is reviewed annually by the Chair of Sulets who is their direct line manager.

The CEO and staff team were previously subject to an external pay review to ensure that Sulets attracts and retains the talent it needs to remain competitive. Annually we ensure that we keep pace with inflation and next year we intend to perform a new external review to measure our competitiveness.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102)
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of information to auditor

The Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- that Trustees have taken all the steps that ought to have been taken as Trustees in order to be aware of any information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

Auditor

The auditors, Crowe U.K. LLP, have indicated their willingness to continue in office.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

Approved by order of the members of the board of Trustees and signed on their behalf by:



Dr Paul Groves
Chair

Date: 21 October 2025

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STUDENT UNION LETTINGS LIMITED

Opinion

We have audited the financial statements of Student Union Lettings Limited (the 'charitable company') for the year ended 30 June 2025 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STUDENT UNION LETTINGS LIMITED (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STUDENT UNION LETTINGS LIMITED (CONTINUED)

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks within which the Company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Company for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, environmental protection legislation, Health and safety legislation, Taxation legislation and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Directors and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be in the following areas: timing of recognition of income; the override of controls by management, including posting of unusual journals; inappropriate treatment of non-routine transactions and areas of estimation uncertainty.

Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, review and discussion of non-routine transactions, sample testing on the posting of journals and income transactions and review of accounting estimates for biases.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Helen Blundell LLB FCA FCIE DChA (Senior statutory auditor)
for and on behalf of
Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

Date: 28 October 2025

STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 30 JUNE 2025

	Note	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Income from:				
Charitable activities	3	**1,769,822**	**1,769,822**	*1,682,693*
Other income	4	**52,429**	**52,429**	*57,010*
Total income		**1,822,251**	**1,822,251**	*1,739,703*
Expenditure on:				
Charitable activities	5	**1,533,528**	**1,533,528**	*1,490,662*
Total expenditure		**1,533,528**	**1,533,528**	*1,490,662*
Net movement in funds		**288,723**	**288,723**	*249,041*
Reconciliation of funds:				
Total funds brought forward		**2,069,938**	**2,069,938**	*1,820,897*
Net movement in funds		**288,723**	**288,723**	*249,041*
Total funds carried forward		**2,358,661**	**2,358,661**	*2,069,938*

The notes on pages 20 to 32 form part of these financial statements.

STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)
REGISTERED NUMBER: 08140750

BALANCE SHEET
AS AT 30 JUNE 2025

	Note		2025 £		*2024 £*
Fixed assets					
Tangible assets	11		**1,017,406**		*740,024*
			1,017,406		*740,024*
Current assets					
Debtors	12	**14,835**		*20,180*	
Cash at bank and in hand		**1,420,166**		*1,407,275*	
		1,435,001		*1,427,455*	
Current liabilities					
Creditors: amounts falling due within one year	13	**(93,746)**		*(97,541)*	
Net current assets			**1,341,255**		*1,329,914*
Total net assets			**2,358,661**		*2,069,938*
Charity funds					
Unrestricted funds	14		**2,358,661**		*2,069,938*
Total funds			**2,358,661**		*2,069,938*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Dr Paul Groves

Date: 21 October 2025

The notes on pages 20 to 32 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 £	*2024 £*
Cash flows from operating activities			
Net cash used in operating activities	15	**290,273**	*262,832*
Cash flows from investing activities			
Purchase of tangible fixed assets		**(277,382)**	*(262,875)*
Net cash used in investing activities		**(277,382)**	**(262,875)**
Change in cash and cash equivalents in the year		**12,891**	**(43)**
Cash and cash equivalents at the beginning of the year		**1,407,275**	*1,407,318*
Cash and cash equivalents at the end of the year	16	**1,420,166**	*1,407,275*

The notes on pages 20 to 32 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

1. General information

The charitable company is incorporated and registered with the Charity Commission in England and Wales, registered number 1149922. The company registration number is 08140750. The principal office is First Floor Campus Centre Building, Mill Lane, Leicester, Leicestershire, LE2 7DR.

The company is limited by guarantee. The members of the company are De Montfort University Students' Union Limited and University of Leicester Students' Union Trading Limited. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

Sulets principal activity is the provision of accommodation for students based at De Montfort University and the University of Leicester.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Student Union Lettings Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The accounts are presented in GBP, the functional currency, and rounded to the nearest £.

2.2 Going concern

As stated in the Trustee's Report, the Trustees believe there are no material uncertainties that call into doubt the charitable company's ability to continue as a going concern and the accounts have therefore been prepared on the basis that the charitable company is a going concern.

2.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

2.4 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2. Accounting policies (continued)

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the company. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

2.6 Intangible assets and amortisation

Intangible assets relate to website development costs and computer software, which are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following bases:

Website	-	33% straight line
Computer software	-	25% straight line

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

2. Accounting policies (continued)

2.7 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Freehold property	- over 50 years
Fixtures and fittings	- 25% straight line
Computer equipment	- 25% straight line

2.8 Financial instruments

The company only enters into basic financial instruments that result in the recognition of financial assets and liabilities such as trade and other debtors and creditors.

Debtors

Short term debtors are measured at transaction price, less any impairment.

Creditors

Short term creditors are measured at the transaction price. Other financial liabilities are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.9 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

3. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Commissions receivable	709,946	**709,946**	*703,102*
Rentals receivable	1,059,876	**1,059,876**	*979,591*
Total 2025	1,769,822	**1,769,822**	*1,682,693*
Total 2024	*1,682,693*	*1,682,693*	

4. Other incoming resources

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Other income	52,429	**52,429**	*57,010*
Total 2024	*57,010*	*57,010*	

5. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2025 £	Total 2025 £	*Total 2024 £*
Rental and commissions	1,533,528	**1,533,528**	*1,490,662*
Total 2024	*1,490,662*	*1,490,662*	

Summary by expenditure type

	Staff costs 2025 £	Depreciation 2025 £	Other costs 2025 £	Total 2025 £	*Total 2024 £*
Rental and commissions	458,047	-	1,075,481	**1,533,528**	*1,490,662*
Total 2024	*444,454*	*6,375*	*1,039,833*	*1,490,662*	

6. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £	*Total funds 2024 £*
Rental and commissions	1,299,668	233,860	**1,533,528**	*1,490,662*
Total 2024	*1,260,847*	*229,815*	*1,490,662*	

Analysis of direct costs

	Total funds 2025 £	*Total funds 2024 £*
Staff costs	**458,047**	*444,454*
Letting costs	**841,621**	*816,393*
	1,299,668	*1,260,847*

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2025 £	*Total funds 2024 £*
Depreciation and amortisation	**-**	*6,375*
Rent	**20,000**	*20,000*
Printing, postage and stationery	**976**	*645*
Travel	**1,238**	*1,625*
Advertising and marketing	**72,942**	*64,560*
Legal and professional	**11,121**	*11,320*
Software subscription	**37,898**	*31,579*
Repairs and renewals	**37,184**	*62,655*
Bank and credit card charges	**1,987**	*1,234*
Sundry expenses	**31,158**	*16,826*
Governance costs	**19,356**	*12,996*
	233,860	*229,815*

7. Auditor's remuneration

The auditor's remuneration amounts to an auditor fee of £13,350 *(2024 - £12,750)*, and other services amounting to of £675 (*2024 - £600*).

8. Staff costs

	2025 £	*2024* *£*
Wages and salaries	**405,842**	*395,426*
Social security costs	**35,467**	*33,541*
Contribution to defined contribution pension schemes	**16,738**	*15,487*
	458,047	*444,454*

The average number of persons employed by the Company during the year was as follows:

	2025 No.	*2024* *No.*
Administration	**11**	*11*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025 No.	*2024* *No.*
In the band £90,001 - £100,000	**1**	*1*

Key management personnel are considered to be anyone who has authority and responsibility for planning, directing and controlling the activities of the company. During the year, key management personnel received remuneration of £270,834 (*2024: £112,213)*, including employers' National Insurance and employers' pension contributions.

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2024 - £NIL)*.

During the year ended 30 June 2025, £167 of Trustee expenses have been incurred *(2024 - £NIL)*.

10. Intangible assets

	Website and software £
Cost	
At 1 July 2024	**39,268**
At 30 June 2025	**39,268**
Amortisation	
At 1 July 2024	**39,268**
At 30 June 2025	**39,268**
Net book value	
At 30 June 2025	**-**
At 30 June 2024	-

11. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Total £
Cost or valuation			
At 1 July 2024	**740,024**	**32,917**	**772,941**
Additions	**277,382**	**-**	**277,382**
At 30 June 2025	**1,017,406**	**32,917**	**1,050,323**
Depreciation			
At 1 July 2024	**-**	**32,917**	**32,917**
At 30 June 2025	**-**	**32,917**	**32,917**
Net book value			
At 30 June 2025	**1,017,406**	**-**	**1,017,406**
At 30 June 2024	*740,024*	*-*	*740,024*

12. Debtors

	2025 £	2024 £
Trade debtors	**2,627**	*5,055*
Other debtors	**200**	-
Prepayments and accrued income	**12,008**	*15,125*
	14,835	*20,180*

13. Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	**29,330**	*20,926*
Other taxation and social security	**31,389**	*31,363*
Other creditors	**1,845**	*1,447*
Accruals and deferred income	**31,182**	*43,805*
	93,746	*97,541*

	2025 £	2024 £
Deferred income		
Deferred income at 1 July 2024	**39,737**	*28,777*
Resources deferred during the year	**17,341**	*39,737*
Amounts released from previous periods	**(39,737)**	*(28,777)*
	17,341	*39,737*

Deferred income represents rent and associated income received in advance.

The Company holds funds as intermediary on behalf of landlords and tenants. These amount to £572,904 *(2024: £586,141)* at the year end date and are not included as assets or liabilities of the Company in line with the SORP recommended treatment.

14. Statement of funds

Statement of funds - current year

	Balance at 1 July 2024 £	Income £	Expenditure £	Balance at 30 June 2025 £
Unrestricted funds				
General Funds	**2,069,938**	**1,822,251**	**(1,533,528)**	**2,358,661**

Statement of funds - prior year

	Balance at 1 July 2023 £	*Income £*	*Expenditure £*	*Balance at 30 June 2024 £*
Unrestricted funds				
General Funds	*1,820,897*	*1,739,703*	*(1,490,662)*	*2,069,938*

15. Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £	*2024 £*
Net income for the year (as per Statement of Financial Activities)	**288,723**	*249,041*
Adjustments for:		
Depreciation charges	**-**	*3,991*
Amortisation charges	**-**	*2,384*
Decrease/(increase) in debtors	**5,345**	*(452)*
Increase/(decrease) in creditors	**(3,795)**	*7,868*
Net cash provided by operating activities	**290,273**	*262,832*

16. Analysis of cash and cash equivalents

	2025	*2024*
	£	*£*
Cash in hand	**1,420,166**	*1,407,275*

17. Analysis of changes in net debt

	At 1 July 2024	Cash flows	At 30 June 2025
	£	£	£
Cash at bank and in hand	**1,407,275**	**12,891**	**1,420,166**
	1,407,275	**12,891**	**1,420,166**

18. Pension commitments

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. Contributions totalling £1,845 were payable to the scheme at the balance sheet date *(2024: £1,447)*.

19. Operating lease commitments

At 30 June 2025 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025	*2024*
	£	*£*
Not later than 1 year	**600,359**	*598,525*

During the year lease payments have been recognised as an expense in the Statement of financial activities for £600,358 *(2024: £703,281)*.

The properties above are sub-let to students.

At 30 June 2025 the total of the Company's future minimum lease receipts under non-cancellable operating leases were:

	2025	*2024*
	£	*£*
Within 1 year	**880,559**	*882,150*

20. Related party transactions

The Company has rented office space from De Montfort Students Union during the year at a cost of £20,000 (*2024: £20,000*). The Company also paid £10,300 (*2024: £10,000*) in advertising to De Montfort Students Union. At the year end £Nil (*2024: £Nil*) remained outstanding.

The Company also paid £1,200 *(2024: £18,049)* for advertising expenses to The University of Leicester Students' Union. At the year end £Nil (*2024: £Nil*) remained outstanding.

STUDENT UNION LETTINGS LIMITED

England & Wales - Charity number 1149922

Accounts

Registered number: 08140750
Charity number: 1149922

STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

STUDENT UNION LETTINGS LIMITED
(A company limited by guarantee)

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STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 30 JUNE 2024

Trustees

Dr Paul Groves, Chair
Mr Ceri Davies
Mr Richard Osborn
Mr Martin Miller (resigned 22 September 2023)
Ms Debbie Muddimer
Miss Gemma Lomas
Mr Martin Chuter
Miss Sarah Bradley
Miss Hoor Pathan (resigned 29 September 2023)
Mr Liam Davis (appointed 12 October 2023)
Mr Laurence Perkins (appointed 30 November 2023)
Miss Jade Thomas (appointed 12 February 2024, resigned 1 August 2024)

Company registered number

08140750

Charity registered number

1149922

Registered office

First Floor Campus Centre Building
Mill Lane
Leicester
Leicestershire
LE2 7DR

Chief Executive Officer

Mr Irving Hill

Independent auditor

Crowe U.K. LLP
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2024

Solicitors

Shakespeare Martineau LLP
Leicester
LE1 1QH

Hatch Legal
Seascale
CA20 1QU

Bankers

RBS
5 Market Street
Leicester
LE1 6DN

TRUSTEES' REPORT
FOR THE YEAR ENDED 30 JUNE 2024

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Student Union Lettings Limited (the company) for the period ended 30 June 2024. The Trustees confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP 2019), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The company trades under the name Sulets.

STRUCTURE, GOVERNANCE AND MANAGEMENT

CONSTITUTION

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 9 July 2012.

The company is also a registered charity, number 1149922.

ORGANISATIONAL STRUCTURE AND DECISION MAKING

The company consists of a board comprising up to 12 trustees who provide oversight of the charity. Currently, there are 9 trustees in post.

The board is made up of a mixture of external trustees who are recruited and those who are co-opted onto the board. The University of Leicester Students' Union and De Montfort University Students' Union are members of the charity and each appoint up to 3 trustees to the board.

The charity has purchased indemnity insurance in favour of the trustees of the charity. The cost of the insurance was £661.

The Senior Management Team of Sulets comprises a Head of Operations, a Finance Manager, a Digital Marketing Manager along with the Chief Executive Officer who is responsible for the day-to-day operation of Sulets and is directly responsible to the Trustee Board.

The Board meets regularly to receive reports from the Chief Executive Officer, to review the charity's performance and administration and to decide policy issues arising.

The company operates from its base at De Montfort Students' Union, although we have a significant presence at University of Leicester Student Union both online and at key student events throughout the year.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2024

(continued)

MISSION, VALUES AND PUBLIC BENEFIT

The objects for which the company is established are the advancement of education by providing and managing accommodation and related services for educational institutions, their students and other persons associated with educational institutions.

Our Mission is:
To raise standards in accommodation for the students of Leicester. To be honest, transparent and fair in our actions and to enhance the student experience.

Our Values are:
- To raise standards in student housing in Leicester
- To be transparent & fair
- To offer value for money
- To be student friendly

In setting our objectives and planning our activities the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

The Trustees believe that there is a clear and continued public benefit from the operation of Sulets. This includes:

- A not for profit, ethical operating model.
- Private rented sector properties that are of a high standard and have been assessed against our own code of standards.
- Clear evidence that we continue to have a positive impact on the standards of the Leicester HMO market.
- No 'summer rent' periods for students (half rent charged but with no right to live in the property).

REVIEW OF ACTIVITIES

Sales

Historically, we have always reported on the number of houses that we let. The issue with this is that it doesn't reflect what a 'house' is. We have typical private rented sector (PRS) housing properties ranging from 2-17 beds so describing a property as a house can be misleading. Going forward, we will reflect the size of the operation in bedspaces and for the last operating year we let 2311 beds in a mixture of purpose-built student accommodation (PBSA) and PRS accommodation. Out of this total number, 461 bedspaces are in PRS accommodation. This is a 9% increase year-on-year.

The Leicester student accommodation market has significantly changed over the last 5 years and has gone from a market with high student demand to being one in a state of oversupply with several of the large operators struggling to fill all their rooms This is due to a fall in student numbers and growth in the supply of PBSA in the city. Unless student numbers improve, this will likely become more of an issue in future years as there are several hundred additional PBSA rooms due to come to the market over the next 12 months.

Despite this, I'm pleased to announce that Sulets rented all their stock for the current year. Our unsurpassed links with the two Student Unions and Universities, as well as a prime space on the DMU campus, and our outstanding reputation undoubtedly gives us a massive advantage in a difficult market. We are grateful for the continued support of our partners.

(continued)

OPERATIONS

Developing our own properties

This year we completed on the purchase of our third property at Wheatsheaf Way, Leicester. One of our existing properties on Cambridge Street Leicester, has just had a significant refurbishment including full redecoration, new kitchen, bathroom and landscaping. We are pleased to report that all our owned properties are let and as usual, due to the quality of the buildings, they are amongst the first to let in our overall portfolio.

At the point of writing, we have just agreed terms to purchase another 4-bed house in the popular Clarendon Park area. Sulets will continue to purchase properties that are well located and reasonably priced and we are actively looking to expand our portfolio.

Student and landlord surveys

Each year we survey students in all our PRS housing to measure overall satisfaction and to drive improvements. This year we sent our survey to 459 tenants and 112 responded, a response rate of 23.6%. This is an increase on last year's figures which had a response rate of 20%

Highlights from our existing portfolio of leased and managed properties include:
- 84.3% of students stated that they would recommend Sulets to other students. This was 85% in 2023.
- 87% of students agreed that their rent provided good value for money. This was 83% in 2023.

This year we also ran a landlord survey for the first time in several years. The results were equally encouraging. We sent a survey to 72 landlords. Of those, 24 responded which was a return rate of 33.3%.

Highlights from the survey include:
- 95.6% of landlords said they would recommend Sulets to another landlord.
- 100% of landlords agreed that the 'expertise and technical knowledge of the team is of a good standard'.

Our survey results are further supported by the external reviews we receive on Trustpilot and Google My Business. The rankings for both independent sites rate us at 4.5 out of 5. These rankings are unchanged from the previous survey and show how we are maintaining our standards year on year across the operation.

These results are a powerful example of Sulets values in action. Our honest and ethical approach along with supported and well-trained staff means that we deliver high quality homes to the key beneficiaries of our charity, students, whilst also providing an honest, ethical and professional service to our landlords.

Repairs KPIs

Sulets measures a number of key performance indicators and one of the most important is on repairs. Similar to large operators such as Housing Associations, we grade repairs in our properties on 3 categories, priority 1, 2 and 3. Priority 1 is an urgent repair requiring the job to be completed in 24 hours. Priority 2 and 3 are categorised as within 7 days and 20 days respectively.

We aim for a 90% target across each classification. This year our repairs completion rate was 91.84%. This is an important measure as the speed and quality of repairs directly impacts the tenant's wellbeing.

This year we have implemented a new procedure where we call the tenants in a property where there has been a repair to ensure that the repair has been completed and that the tenants are happy with the outcome. This undoubtedly improves tenant satisfaction and supports our review scores.

(continued)

Staffing

Every year we run an independent, anonymous staff survey managed by an external HR consultant. The survey measures areas such as happiness in the role, support from their manager, how valued they feel by the business and training and development. This year we achieved an employee engagement score of 100%. The previous year's result was 94%. This is clearly an outstanding result and is testament to the staff team and how well the whole organisation works together. This is reflected in the positive survey results we received again this year from students and landlords.

This staff engagement survey score is based on the following key questions:

1. I feel happy at work.
2. I'm proud to be a member of the Sulets' team.
3. I feel I am supported by my immediate line manager.

Our outstanding staff engagement scores feed directly into our positive staff retention numbers. Across the business, the average time in post is now 6.6 years with 4 members out of a staff team of 10, having worked for over 10 years at Sulets. Unsurprisingly, happy and supported staff stay in the business and in turn this is reflected in our excellent reviews and Trustpilot scores. We see this as a virtuous circle and see our staff team as one of the key reasons for our success.

This year, we have been reassessed for the Investors in People standard and we are pleased to announce that we have been awarded platinum which is the highest level they award. This is an improvement from the previous accreditation 3 years ago when we achieved gold. The platinum award is only granted after the assessors recommendation is considered by a panel of judges. Worldwide, 50,000 companies have the IIP standard but only 2% have achieved platinum, so this puts Sulets amongst the best of the best.

As Investors in People, training and development remains a vital part of supporting our team. This year, another 2 members of the team completed the Property-Mark Level 3 award in Lettings and Property Management. Another member of the team is being supported through the Charted Institute of Housing certificate in housing award. Finally, all property managers have achieved the NRLA accredited landlord award. Ensuring that we have well trained staff, is the reason why 100% of our landlords said that we had good technical knowledge and expertise in the landlord survey as mentioned above.

Webinars

This year we have run a series of 5 free webinars to help spread good practice and impart knowledge across the sector. Whilst these have typically been targeted at Student Unions and Universities, we have seen a substantial uptake from other operators including individual landlords and competitor agencies. The webinars have covered a wide range of subjects including advice on the Renters Reform Bill as well as sessions explaining how to set up an ethical lettings agency and how we operate our business. We also gave specific advice to the University of Bath which is considering opening its own private lettings operation.

The webinars have been very successful and over the year we have had over 438 attendees and our follow-up YouTube videos have gained a further 681 views.

Offering these webinars is part of Sulets commitment to spreading good practice which we hope will support students, not only locally but also across the UK.

(continued)

Marketing

Activity this year has been focussed on maintaining Sulets' position in the market as the #1 provider of student accommodation in Leicester. This is important to maintain and ensure consistency of messaging as new students enter the marketplace each year. Capturing data from this new segment every year is crucial to our success. We do this by having exclusive attendance as the only accommodation provider to attend all Freshers & Re-freshers events in Leicester. This helps to capture data for the year ahead for re-marketing and lead generation, this year we again generated well over 1600 leads to nurture.

We have further extended our partnerships with both Student Unions in Leicester by extending our agreements to multi-year contracts.

Sulets has continued to invest in our website to ensure it can easily be found online via organic searches and gives users a simple customer journey from initial searching to booking viewings. We have simplified the process of booking viewings by adding a 'basket' option to include multiple rooms or properties. The search results page has been updated to include image sliders so all images can quickly be swiped across for viewing, along with more visual updates to better promote our bills inclusive or package options. Room prices are now updated in real time following the integration of price sync API with the KX system.

During the year there were over 1200 individual viewing requests made on the site which is impressive considering changes to the viewing journey aimed at reducing duplicate form fills. During the year the site has generated over 8000 conversions, an increase of 15% highlighting how more engaged traffic is now landing on our site. From an organic search view, the sulets.com domain continues to rank within the top 3 results for keywords with the highest search volume, this still exceeds all our local competitors in the market.

Review volumes have continued to grow to over 690 across Google & Trustpilot, further enhancing our reputation as the #1 provider of student accommodation in Leicester. We have been able to further promote these reviews and enhance our organic search results by adding review schema to our website which displays our 4.5-star rating in search result pages.

We are also undertaking a comprehensive marketing audit from property marketing specialists aimed at further fine tuning of our marketing communications and messaging across all channels.

Governance

Currently there are 9 members who make up the board of Sulets. The board is chaired by an external Trustee.

Upon joining the board, new trustees are given a comprehensive induction which includes meeting the staff and senior team, the chance to view a selection of Sulets properties and advice from our solicitors on Board responsibilities and legal requirements.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2024

(continued)

The Board met on 3 occasions to discuss regular board related business. All of the meetings were held online. There was a maximum number of 3 attendances possible throughout the year.

Name	Maximum number of attendances	Actual number of attendances
Paul Groves	3	2
Debbie Muddimer	3	2
Richard Osborn	3	3
Jade Thomas	1 (resigned from Board)	0
Sarah Bradley	3	2
Liam Davies	3	3
Martin Chuter	3	1
Laurence Perkins	2	1
Ceri Davies	3	3
Gemma Lomas	3	3

This year, there were 3 new additions to the board membership, and we said goodbye to Martin Miller, Jade Thomas and Hoor Pathan. We thank them for their contribution and wish them success in their future careers.

LOOKING AHEAD

Changes to the market and the Renter Reform Bill

The previous government brought forward the Renters Reform Bill, which promised to be the biggest change in housing law in 35 years. As the bill didn't complete all its parliamentary stages, it was scrapped when the election was called. With a new government in power, it is unclear what changes we can expect although it has already been stated that there is an intention to ban Section 21 evictions immediately. The likely outcome of this will be to cause more landlords to leave the market if they believe that recovering their property will become much harder as well the perceived change to taxes which many landlords are predicting.

Anecdotally, we continue to see long standing landlords deciding to sell their properties and leave the market. The likely impact of this will be less choice for students and rising prices. The likely beneficiaries are the large PBSA operators

Whilst Sulets is in a good position locally, these changes will impact the charity and Sulets is actively looking at other markets to act as a counterbalance to any local issues but also as part of our commitment to promoting good practice within the PRS student accommodation market.

(continued)

FINANCIAL REVIEW

We have reported the activities for the year in our review of activities above. In financial terms this has seen an increase in income of almost £250,000 on the prior year with the majority related to rentals receivable. Expenditure has also increased in the year with increased costs of lettings increasing and investment in repairs and renewals and also a focus on marketing and communication to drive up interest. The net result for the year was a surplus of £249,041. Sulets has continued to invest in the acquisition of other suitable properties and acquired another property at a cost of £262,875 for the purpose of letting to students. The charity now holds three such properties.

Reserves Policy

The general reserve policy as detailed below is to cover trading activity and to cover redundancy costs in the event that we needed to wind the business down.

The Board reviews the risks to the business at least annually and has decided Sulets should hold 4 months operating costs plus the cost of redundancy payments for staff as a general operating reserve.

All free cash sums in excess of the operating reserves are held in short-term interest-bearing bank accounts to provide an additional return to the operation. This amount forms our investment reserve, which is used to purchase properties as they become available or for investment elsewhere within the operation.

The reserves policy covers:

- 4 months operating costs + an additional fund to cover redundancy costs for all staff (general reserve) + a designated fund for investment.
- Operating costs being defined as payroll costs plus direct purchases.
- Redundancy costs being the statutory level for all staff employed.

Our designated reserves policy sum is £278,266
Our current investment reserve is £1,324.882

Going Concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

MATERIAL INVESTMENTS POLICY

Sulets has purchased its third property during the current financial year. At the time of writing, we have had an offer accepted on a fourth property which we expect to complete in August 2024. The Trustee Board have adopted an investment policy to ensure that our investment fund is used to further the aims of the charity by purchasing additional student properties for rent.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2024

(continued)

RISK MANAGEMENT

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

We have a risk register and this is reviewed annually by the Trustee Board. This was last reviewed in July 2024. We consider that the top two risks that the charity faces are:

- Lettings risk. A significant decline on lettings could impact the charity.
- Legislative risk A significant change in the current Landlord & Tenant laws from the new government.

The Board has considered these risks and has a range of mitigating strategies and controls in place which are reviewed and tested on a regular basis.

STAFF REMUNERATION

The CEO's performance is reviewed annually by the Chair of Sulets who is their direct line manager.

The CEO and staff team were previously subject to an external pay review to ensure that Sulets attracts and retains the talent it needs to remain competitive. Annually we ensure that we keep pace with inflation and next year we intend to perform a new external review to measure our competitiveness.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2024

(continued)

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102)
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of information to auditor

The Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- that Trustees have taken all the steps that ought to have been taken as Trustees in order to be aware of any information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

(continued)

Auditor

The auditors, Crowe U.K. LLP, have indicated their willingness to continue in office.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

Approved by order of the members of the board of Trustees and signed on their behalf by:

Paul Groves
Paul Groves (Nov 12, 2024 17:08 GMT)

Dr Paul Groves
Chair

Date: 12-Nov-2024

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STUDENT UNION LETTINGS LIMITED

Opinion

We have audited the financial statements of Student Union Lettings Limited (the 'charitable company') for the year ended 30 June 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STUDENT UNION LETTINGS LIMITED (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STUDENT UNION LETTINGS LIMITED (CONTINUED)

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks within which the Company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Company for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, environmental protection legislation, Health and safety legislation, Taxation legislation and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Directors and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be in the following areas: timing of recognition of income; the override of controls by management, including posting of unusual journals; inappropriate treatment of non-routine transactions and areas of estimation uncertainty.

Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, review and discussion of non-routine transactions, sample testing on the posting of journals and income transactions and review of accounting estimates for biases.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STUDENT UNION LETTINGS LIMITED (CONTINUED)

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Helen Blundell

Helen Blundell LLB FCA FCIE DChA (Senior statutory auditor)
for and on behalf of
Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

Date: 13 November 2024

STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 30 JUNE 2024

	Note	Unrestricted funds 2024 £	Total funds 2024 £	*Total funds 2023 £*
Income from:				
Charitable activities	3	**1,682,693**	**1,682,693**	*1,444,607*
Other income	4	**57,010**	**57,010**	*40,982*
Total income		**1,739,703**	**1,739,703**	*1,485,589*
Expenditure on:				
Charitable activities	5	**1,490,662**	**1,490,662**	*1,306,033*
Total expenditure		**1,490,662**	**1,490,662**	*1,306,033*
Net movement in funds		**249,041**	**249,041**	*179,556*
Reconciliation of funds:				
Total funds brought forward		**1,820,897**	**1,820,897**	*1,641,341*
Net movement in funds		**249,041**	**249,041**	*179,556*
Total funds carried forward		**2,069,938**	**2,069,938**	*1,820,897*

The notes on pages 20 to 32 form part of these financial statements.

STUDENT UNION LETTINGS LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 08140750

BALANCE SHEET
AS AT 30 JUNE 2024

	Note		2024 £		As restated 2023 £
Fixed assets					
Intangible assets	10		-		*2,384*
Tangible assets	11		**740,024**		*481,140*
			740,024		*483,524*
Current assets					
Debtors	12	**20,180**		*19,728*	
Cash at bank and in hand		**1,407,275**		*1,407,318*	
		1,427,455		*1,427,046*	
Creditors: amounts falling due within one year	13	**(97,541)**		*(89,673)*	
Net current assets			**1,329,914**		*1,337,373*
Total net assets			**2,069,938**		*1,820,897*
Charity funds					
Unrestricted funds	15		**2,069,938**		*1,820,897*
Total funds			**2,069,938**		*1,820,897*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Paul Groves
Paul Groves (Nov 12, 2024 17:08 GMT)

Dr Paul Groves

Date: 12-Nov-2024

The notes on pages 20 to 32 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2024

	Note	2024 £	*2023 £*
Cash flows from operating activities			
Net cash used in operating activities	16	**262,832**	*150,809*
Cash flows from investing activities			
Purchase of tangible fixed assets		**(262,875)**	*(227,904)*
Net cash used in investing activities		**(262,875)**	**(227,904)**
Change in cash and cash equivalents in the year		**(43)**	**(77,095)**
Cash and cash equivalents at the beginning of the year		**1,407,318**	*1,484,413*
Cash and cash equivalents at the end of the year	17	**1,407,275**	*1,407,318*

The notes on pages 20 to 32 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

1. General information

The charitable company is incorporated and registered with the Charity Commission in England and Wales, registered number 1149922. The company registration number is 08140750. The principal office is First Floor Campus Centre Building, Mill Lane, Leicester, Leicestershire, LE2 7DR.

The company is limited by guarantee. The members of the company are De Montfort University Students' Union Limited and University of Leicester Students' Union Trading Limited. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

Sulets principal activity is the provision of accommodation for students based at De Montfort University and the University of Leicester.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Student Union Lettings Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The accounts are presented in GBP, the functional currency, and rounded to the nearest £.

2.2 Going concern

As stated in the Trustee's Report, the Trustees believe there are no material uncertainties that call into doubt the charitable company's ability to continue as a going concern and the accounts have therefore been prepared on the basis that the charitable company is a going concern.

2.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

2.4 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2. Accounting policies (continued)

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the company. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

2.6 Intangible assets and amortisation

Intangible assets relate to website development costs and computer software, which are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following bases:

Website	-	33% straight line
Computer software	-	25% straight line

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

2. Accounting policies (continued)

2.7 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Freehold property	- over 50 years
Fixtures and fittings	- 25% straight line
Computer equipment	- 25% straight line

2.8 Financial instruments

The company only enters into basic financial instruments that result in the recognition of financial assets and liabilities such as trade and other debtors and creditors.

Debtors

Short term debtors are measured at transaction price, less any impairment.

Creditors

Short term creditors are measured at the transaction price. Other financial liabilities are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.9 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

3. Income from charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £	*Total funds 2023 £*
Commissions receivable	703,102	**703,102**	*650,219*
Rentals receivable	979,591	**979,591**	*794,388*
Total 2024	1,682,693	**1,682,693**	*1,444,607*
Total 2023	*1,444,607*	*1,444,607*	

4. Other incoming resources

	Unrestricted funds 2024 £	Total funds 2024 £	*Total funds 2023 £*
Other income	57,010	**57,010**	*40,982*
Total 2023	*40,982*	*40,982*	

5. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2024 £	Total 2024 £	*Total 2023 £*
Rental and commissions	1,490,662	**1,490,662**	*1,306,033*
Total 2023	*1,306,033*	*1,306,033*	

Summary by expenditure type

	Staff costs 2024 £	Depreciation 2024 £	Other costs 2024 £	Total 2024 £	*Total 2023 £*
Rental and commissions	444,454	6,375	1,039,833	**1,490,662**	*1,306,033*
Total 2023	*427,346*	*9,684*	*869,003*	*1,306,033*	

6. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £	*Total funds 2023 £*
Rental and commissions	1,260,847	229,815	**1,490,662**	*1,306,033*
Total 2023	*1,117,906*	*188,127*	*1,306,033*	

Analysis of direct costs

	Total funds 2024 £	*Total funds 2023 £*
Staff costs	**444,454**	*427,346*
Letting costs	**816,393**	*690,560*
	1,260,847	*1,117,906*

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2024 £	*Total funds 2023 £*
Depreciation and amortisation	**6,375**	*9,684*
Rent	**20,000**	*20,000*
Printing, postage and stationery	**645**	*316*
Travel	**1,625**	*1,974*
Advertising and marketing	**36,511**	*36,600*
Legal and professional	**11,320**	*10,457*
Software subscription	**31,579**	*36,732*
Repairs and renewals	**62,655**	*12,513*
Bank and credit card charges	**1,234**	*6,416*
Sundry expenses	**16,826**	*18,892*
Finance, Human Resources and Marketing	**28,049**	*23,633*
Governance costs	**12,996**	*10,910*
	229,815	*188,127*

7. Auditor's remuneration

The auditor's remuneration amounts to an auditor fee of £12,750 *(2023 - £12,000)*, and other services amounting to of £600 (*2023 - £500*).

8. Staff costs

	2024 £	2023 £
Wages and salaries	**395,426**	*379,562*
Social security costs	**33,541**	*32,396*
Contribution to defined contribution pension schemes	**15,487**	*15,388*
	444,454	*427,346*

The average number of persons employed by the Company during the year was as follows:

	2024 No.	2023 No.
Administration	**11**	*12*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024 No.	2023 No.
In the band £90,001 - £100,000	**1**	*1*

Key management personnel are considered to be anyone who has authority and responsibility for planning, directing and controlling the activities of the company. During the year, key management personnel received remuneration of £112,213 (*2023: £106,510*), including employers' National Insurance and employers' pension contributions.

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2023 - £NIL)*.

During the year ended 30 June 2024, no Trustee expenses have been incurred *(2023 - £NIL)*.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

10. Intangible assets

	Website and software £
Cost	
At 1 July 2023	**39,268**
At 30 June 2024	**39,268**
Amortisation	
At 1 July 2023	**36,884**
Charge for the year	**2,384**
At 30 June 2024	**39,268**
Net book value	
At 30 June 2024	**-**
At 30 June 2023	*2,384*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

11. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Total £
Cost or valuation			
At 1 July 2023 (as restated)	**477,149**	**32,917**	**510,066**
Additions	**262,875**	**-**	**262,875**
At 30 June 2024	**740,024**	**32,917**	**772,941**
Depreciation			
At 1 July 2023	**-**	**28,926**	**28,926**
Charge for the year	**-**	**3,991**	**3,991**
At 30 June 2024	**-**	**32,917**	**32,917**
Net book value			
At 30 June 2024	**740,024**	**-**	**740,024**
At 30 June 2023 (as restated)	*477,149*	*3,991*	*481,140*

12. Debtors

	2024 £	2023 £
Trade debtors	**5,055**	*16,306*
Prepayments and accrued income	**15,125**	*3,422*
	20,180	*19,728*

13. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	**20,926**	*7,017*
Other taxation and social security	**31,363**	*27,875*
Other creditors	**1,447**	*1,763*
Accruals and deferred income	**43,805**	*53,018*
	97,541	*89,673*

	2024 £	2023 £
Deferred income		
Deferred income at 1 July 2023	**28,777**	*29,027*
Resources deferred during the year	**39,737**	*28,777*
Amounts released from previous periods	**(28,777)**	*(29,027)*
	39,737	*28,777*

Deferred income represents rent and associated income received in advance.

The Company holds funds as intermediary on behalf of landlords and tenants. These amount to £586,141 *(2023: £175,871)* at the year end date and are not included as assets or liabilities of the Company in line with the SORP recommended treatment.

14. Prior year adjustments

Following the purchase of another property acquired for the purpose of renting to students, the trustees have reviewed the classification of such properties and concluded that they should be classified as tangible fixed assets used in furtherance of the charitable purpose. A prior year adjustment has therefore been made to restate the comparative and show the properties as tangible fixed assets rather than investment properties. The adjustment is a balance sheet only adjustment of £477,149.

15. Statement of funds

Statement of funds - current year

	Balance at 1 July 2023 £	Income £	Expenditure £	Balance at 30 June 2024 £
Unrestricted funds				
General Funds	**1,820,897**	**1,739,703**	**(1,490,662)**	**2,069,938**

Statement of funds - prior year

	Balance at 1 July 2022 £	*Income £*	*Expenditure £*	*Balance at 30 June 2023 £*
Unrestricted funds				
General Funds	*1,641,341*	*1,485,589*	*(1,306,033)*	*1,820,897*

16. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	*2023 £*
Net income for the period (as per Statement of Financial Activities)	**249,041**	*179,556*
Adjustments for:		
Depreciation charges	**3,991**	*4,484*
Amortisation charges	**2,384**	*5,200*
Increase in debtors	**(452)**	*(12,199)*
Increase/(decrease) in creditors	**7,868**	*(26,232)*
Net cash provided by operating activities	**262,832**	*150,809*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

17. Analysis of cash and cash equivalents

	2024	*2023*
	£	*£*
Cash in hand	**1,407,275**	*1,407,318*

18. Analysis of changes in net debt

	At 1 July 2023	Cash flows	At 30 June 2024
	£	£	£
Cash at bank and in hand	**1,407,318**	**(43)**	**1,407,275**
	1,407,318	**(43)**	**1,407,275**

19. Capital commitments

	2024	*2023*
	£	*£*
Contracted for but not provided in these financial statements		
Repairs, maintenance or enhancements to investment property	**-**	*3,976*

20. Pension commitments

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. Contributions totalling £1,447 were payable to the scheme at the balance sheet date *(2023: £1,763)*.

21. Operating lease commitments

At 30 June 2024 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024	2023
	£	£
Not later than 1 year	**598,525**	*512,477*

During the year lease payments have been recognised as an expense in the Statement of financial activities for £703,281 *(2023: £498,221)*.

The properties above are sub-let to students.

At 30 June 2024 the total of the Company's future minimum lease receipts under non-cancellable operating leases were:

	2024	2023
	£	£
Within 1 year	**882,150**	*644,968*

22. Related party transactions

The Company has rented office space from De Montfort Students Union during the year at a cost of £20,000 (*2023: £20,000*). The Company also paid £10,000 (*2023: £10,000*) in advertising to De Montfort Students Union. At the year end £Nil (*2022: £Nil*) remained outstanding.

The Company also paid £18,049 *(2023: £13,633)* for advertising expenses to The University of Leicester Students' Union. At the year end £Nil (*2023: £Nil*) remained outstanding.

STUDENT UNION LETTINGS LIMITED

England & Wales - Charity number 1149922

Accounts

Registered number: 08140750
Charity number: 1149922

STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

STUDENT UNION LETTINGS LIMITED
(A company limited by guarantee)

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STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 30 JUNE 2023

Trustees

Dr Paul Groves, Chair
Mr Ceri Davies
Mr Gareth Oughton (resigned 27 April 2023)
Mr Richard Osborn
Mr Martin Miller (resigned 22 September 2023)
Ms Debbie Muddimer
Miss Karla Wagener (resigned 12 July 2022)
Miss Gemma Lomas
Mr Martin Chuter
Miss Sarah Bradley
Miss Hoor Pathan (appointed 2 August 2022, resigned 29 September 2023)
Mr Liam Davis (appointed 12 October 2023)

Company registered number

08140750

Charity registered number

1149922

Registered office

First Floor Campus Centre Building
Mill Lane
Leicester
Leicestershire
LE2 7DR

Chief Executive Officer

Mr Irving Hill

Independent auditor

Crowe U.K. LLP
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2023

Solicitors

Shakespeare Martineau LLP
Leicester
LE1 1QH

Hatch Legal
Seascale
CA20 1QU

Bankers

RBS
5 Market Street
Leicester
LE1 6DN

TRUSTEES' REPORT
FOR THE YEAR ENDED 30 JUNE 2023

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Student Union Lettings Limited (the company) for the period ended 30 June 2023. The Trustees confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP 2019), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The company trades under the name Sulets.

STRUCTURE, GOVERNANCE AND MANAGEMENT

CONSTITUTION

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 9 July 2012.

The company is also a registered charity, number 1149922.

ORGANISATIONAL STRUCTURE AND DECISION MAKING

The oversight of the company is the responsibility of the unpaid Trustees. The company consists of a Board comprising up to 12 Trustees. Currently, there are 10 Trustees in post.

There is a mixture of external trustees who are recruited and those who are co-opted onto the Board. The University of Leicester Students' Union and De Montfort University Students' Union are members of the charity and each appoint up to 3 trustees to the Board.

The charity has purchased indemnity insurance in favour of the trustees of the charity.

The Senior Management Team of Sulets comprises a Head of Operations, a Finance Manager, a Digital Marketing Manager along with the Chief Executive Officer who is responsible for the day-to-day operation of Sulets and is directly responsible to the Trustee Board.

The Board meets regularly to receive reports from the Chief Executive Officer, to review the charity's performance and administration and to decide policy issues arising.

The company operates from its base at De Montfort Students' Union, although we have a significant presence at University of Leicester Student Union both online and at key student events throughout the year.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2023

(continued)

MISSION, VALUES AND PUBLIC BENEFIT

The objects for which the company is established are the advancement of education by providing and managing accommodation and related services for educational institutions, their students and other persons associated with educational institutions.

Our Mission is:
To raise standards in accommodation for the students of Leicester. To be honest, transparent and fair in our actions and to enhance the student experience.

Our Values are:
- To raise standards in student housing in Leicester
- To be transparent & fair
- To offer value for money
- To be student friendly

In setting our objectives and planning our activities the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

The Trustees believe that there is a clear and continued public benefit from the operation of Sulets. This includes:

- A not for profit, ethical operating model.
- Private rented sector properties that are of a high standard and have been assessed against our own code of standards.
- Clear evidence that we continue to have a positive impact on the standards of the Leicester HMO market.
- No ‘summer rent’ periods for students (half rent charged but with no right to live in the property).

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2023

(continued)

REVIEW OF ACTIVITIES

We are pleased to announce that the overall Leicester market continues to improve after a couple of difficult years post-Covid. Sulets has had another successful year where we have delivered a healthy surplus, in excess of plan as well as purchasing our second property.

The business continues to operate a major contract with Student Roost where we have an exclusive agreement to let all of their Leicester accommodation. This contract is due to end in 2025 and remains a key focus of the charity.

We operate 124 properties in a mix of our own houses, Let Only, Managed and leased properties, which we call Head Tenancy (HTS). In addition, we manage two small blocks of flats totalling 20 rooms. The HTS houses are let to us on short leases and then we sublet these to students with other additional services.

The on-going cost of living crisis is difficult for students to navigate with student loan amounts virtually unchanged after an increase of just 2.3%. However due to a very competitive local market, prices have changed very little although we have witnessed some of the major PBSA providers adopting a dynamic pricing model as the next academic year approaches and more of the accommodation is starting to fill up.

Whilst the increase in rental prices have been contained, the impact of higher energy bills has had a real impact on students and have been difficult to contain for the charity. Last year we took the decision to stop offering inclusive bills in our managed houses after bills had increased by over fourfold. Prices have fallen sharply but remain around twice the pre-Ukraine invasion price. This year, all our properties have either been rented on a bills-exclusive basis or with a bills package included from UniHomes who offer inclusive utility packages. This is expensive but does come with the benefit of a guaranteed cost and unlimited utilities. We will monitor prices closely and hope to reintroduce a bills inclusive package for the next rental year assuming world energy prices remain stable or preferably decrease.

This year we have increased the staff in Finance by 0.75 FTE after the return of our colleague after long term maternity leave. This has boosted the capability of finance and we have moved deposit collection, reconciliation and return to this team from Operations. In addition, we have appointed a new sales manager from within the team and reallocated one of the team to a full time property manager post. This continues a pattern of establishing discrete Operations, Finance, and Sales teams to focus the right people on the relevant task.

We rarely report misses, but unfortunately this year, we took the decision to close our landlord rating site, Rate Your Student Landlord, as it had received only around 100 reviews over the last 2 years and was a continuing drain on resources. Whilst we still believe in the power of review sites, we have concluded that the very infrequent nature of feedback on property sites makes it very difficult to gather a significant number of reviews. The lack of any high-profile site in the UK, suggests to us that it is the lack of use that is the problem rather than the principle itself.

(continued)

OPERATIONS

Developing our own properties

This year we completed on the purchase of our second property at Cambridge Street Leicester, and at the time of writing, have agreed terms for a third property at Wheatsheaf Way, Leicester.

Due to the existence of Article 4 planning restrictions, which have been further expanded in Leicester, the only way to grow a housing portfolio is by acquiring existing assets. Inevitably, this means that the process is slower than we would wish. This is a nationwide problem and most university cities have some form of control mechanism to restrict HMO housing which inevitably restricts student choice and pushes up prices.

However, Sulets will continue to purchase properties that are well located and reasonably priced and we are actively looking to expand our portfolio.

Student Survey

Every year we survey students in all our PRS housing to measure overall satisfaction and to drive improvements. This year we sent our survey to 427 tenants and 101 responded, a response rate of 23.6%. This is an increase on last year's figures which had a response rate of 20%

Highlights include:
- 85% of students stated that they would recommend Sulets to other students.
- 83% of students agreed that their rent provided good value for money. This was 86% in 2018.
- 83% of students agreed that we are 'easily accessible and responsive' when they needed to contact us.

Our survey results are further supported by the external reviews we receive on Trustpilot and Google My Business. The rankings for both independent sites rate at 4.5 out of 5. These have improved over the year, up from a previous score of 4.4.

These results are a powerful example of Sulets values in action. Our honest and ethical approach along with supported and well-trained staff means that we deliver high quality homes to the key beneficiaries of our charity, students.

We intend to expand our feedback processes to include a landlord survey, late in 2023, to gauge satisfaction from our landlord community.

(continued)

Staffing

Every year we run an independent, anonymous staff survey measuring areas such as happiness in the role, support from their manager, how valued they feel by the business and training and development. This year we achieved an employee engagement score of 97%. This is a slight increase on the previous score of 94% which is very positive. This was based on the following key statements:

1. I feel happy at work.
2. I'm proud to be a member of the Sulets' team.
3. I feel I am supported by my immediate line manager.
4. I can count on my peers when I need support and assistance.

We believe that engagement, management support, as well as training and development are a key reason for our impressive staff engagement score. Whilst many companies (particularly in this sector) appear to view training and development as a cost, we view this as a benefit that supports staff retention which in turn results in our enviable Trustpilot and Google reviews.

We have excellent staff retention with the average in post across the business of 4.1 years with 3 members of staff having worked for over 10 years in the business. When we do lose staff, it is usually as a result of them moving to a higher role which has been made possible as we have helped develop their career through extensive training and support.

This year we also introduced a new staff coaching and mentoring program and we are pleased to announce that some of the team have already signed up to help develop themselves and further their career.

Finally, following our annual reappraisal, we are pleased to announce that Sulets has retained its Investors in People Gold status. IIP has been awarded to over 50,000 business which collectively employ 11 million people across the world.

Next year our IIP accreditation is due to be renewed and an initial review by the IIP assessor has suggested that we may be able to obtain the highest level, platinum award. Only 3% of companies achieve this level so we are excited about the reassessment and are hopeful that we will join the top tier of companies in the UK.

Marketing

Effective marketing remains a key focus of the business given that the nature of student accommodation is that a customer will normally only purchase from you over a 3-year period. This is particularly important in difficult markets.

Sulets has continued to invest and optimise marketing campaigns and has enhanced and simplified the customer journey on our website. It remains the highest ranked site for organic search amongst students seeking accommodation in Leicester. Our key links with the Student Unions and the Universities remain crucial to our success as well as our location in the heart of the DMU campus. This direct access to students on campus and strong partnership links help position Sulets as the 'go to' student accommodation provider in the city.

During the year, there were over 119,000 users to the site which is a substantial number for an operation based in a single city. The total number of visits was down 1.8% YOY. This does not however reflect the marketplace and sales figures which are ahead YOY. Viewing requests from the website for the 23/24 letting season are currently ahead by 229 rooms comparing to the same period last year suggesting that even though the slight fall in traffic, we are now acquiring more valuable & engaged users to the site who are more likely to convert and submit a viewing request or book a room.

(continued)

From an organic search perspective, for the key term 'student accommodation Leicester', we consistently rank in the top three results in both organic search results and local map results. We also rank consistently in the top 3 results for the relevant keywords with the highest search volumes. The effective review collection on both Google & Trustpilot with now over 560 reviews at 4.5 star ratings help support our search presence and promote the brand as a trustworthy provider. These consistent results mean that we rank higher than all local competitors as well as outranking the major national operators in local organic results.

Governance

Currently there are 10 members who make up the board of Sulets. The board is chaired by an external Trustee.

Upon joining the board, new trustees are given a comprehensive induction which includes meeting the staff and senior team, the chance to view a selection of Sulets properties and advice from our solicitors on Board responsibilities and legal requirements. This year, there were no new additions to the board membership,

The Board met on 4 occasions to discuss regular board related business. In addition, one meeting was to discuss strategic planning as well as a separate strategic away day. Two of the meetings were in person with the remainder online. There was a maximum number of 6 attendances possible throughout the year. Board attendance is as follows:

Name	Maximum number of attendances	Actual number of attendances
Paul Groves	6	6
Debbie Muddimer	6	5
Richard Osborn	6	3
Hoor Pathan	6	4
Gareth Oughton	5 (resigned from Board)	3
Sarah Bradley	6	4
Martin Chuter	6	5
Martin Miller	6	3
Ceri Davies	6	6
Gemma Lomas	6	5

(continued)

This year we said goodbye to Gareth Oughton as he left his position of CEO at University of Leicester Student Union. We wish him success in his future career and thank him for his support.

LOOKING AHEAD

Changes to the market and the Renter Reform Bill

There has been a significant amount of new legislation, regulations and tax changes over the last few years as well as an increasingly hostile environment towards landlords. Whilst there is some very poor accommodation and landlords, there is also plenty of good accommodation and investors that want to make a decent return by offering a reasonable service. There have been multiple tax changes, an increase in licensing schemes, Article 4 planning restrictions and most recently, the Government has announced the Renter Reform Bill.

This proposed new bill will be the biggest change in the residential accommodation market in 35 years. Amongst the major headline changes, the new bill will remove S21 possession grounds, remove fixed term agreements and allow tenants to give 2 months' notice at any point. The student HMO market will be very badly affected and there is considerable resistance from some of the larger operators.

Virtually all the legislation and licensing changes have been aimed at the HMO market and there is a clear perception that the Government wants a much smaller residential letting market and far more, large scale operators. Anecdotally, we have seen a steady stream of landlords in Leicester exiting the market and selling up. Noticeably, PBSA and University accommodation will be exempted from the proposed changes and as such, will still be able to offer fixed term tenancies with no break clause. This will further reinforce a two-tier market for student accommodation

However, we believe that Sulets will be in a very good position irrespective of whatever legislative changes do occur and we remain positive about the future.

Sulets plans

For over 10 years, Sulets has been a successful not for profit operator serving the students of Leicester. We are proud of how the charity has developed and the positive impact we have had on student housing in the city and we feel that we have made a demonstrable improvement to the student housing experience via our code of standards and ethical business practices.

Whilst we believe there is still growth to be achieved in Leicester, we are mindful of the impending change in one of our major lettings contracts and the changes that are proposed in the Renters Reform Bill. Sulets is developing a 5-year plan with an aim to expand the operation outside of Leicester and look at ways we can help others develop an ethical, values led operation either via training from Sulets or in collaboration.

The Board's ambition is for Sulets to continue to be a success and to expand its offering to pursue growth opportunities.

FINANCIAL REVIEW

Reserves Policy

The general reserve policy as detailed below is to cover trading activity and to cover redundancy costs in the event that we needed to wind the business down.

The Board have reviewed the risks to the business and decided Sulets should hold 4 months operating costs plus the cost of redundancy payments for staff as a general operating reserve. Where there are insufficient sums to cover this amount, Sulets will detail it's plans to reach this base level of reserves in the shortest possible time. Where funds are held in excess of this, The amount will be separately held to build an investment fund which is being developed to support Sulets long term goals which are being developed in its forthcoming 2023-2026 strategic plan.

All free cash sums in excess of the operating reserves are held in short-term interest-bearing bank accounts to provide an additional return to the operation.

The reserves policy covers:

- 4 months operating costs + an additional fund to cover redundancy costs for all staff (general reserve) + a designated fund for investment.
- Operating costs being defined as payroll costs plus direct purchases.
- Redundancy costs being the statutory level for all staff employed.

Our designated reserves policy sum is: £261,045
Our current level of reserves is: £1,337,373

Going Concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

MATERIAL INVESTMENTS POLICY

Sulets has purchased its second property during the current financial year and at the time of writing this report, is progressing the purchase of a third property. The Trustee Board have adopted an investment policy to ensure that our investment fund is used to further the aims of the charity by purchasing additional student properties for rent.

RISK MANAGEMENT

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

A risk register has been established and it is formally reviewed once every 12 months by the Trustee Board. The risk register was last reviewed and updated by the Board in June 2023.
The principal risks and uncertainties we face are considered regularly and in line with good governance.
We consider that the top two risks that the charity faces are:

- Lettings risk. A significant decline on lettings could impact the charity.
- Renters Reform Bill. Proposed changes to the legislative landscape could have a considerable impact on the student PRS.

The Board has considered these risks and has a range of mitigating strategies and controls in place which are reviewed and tested on a regular basis

STAFF REMUNERATION

The CEO's role is reviewed by a Remuneration Committee. This committee was established in October 2016 to set the pay and conditions of the CEO. The Committee reports to the Trustee Board on an annual basis and this information is used to set the terms and conditions of the post.

The CEO and the entire staff team at Sulets were subject to an external pay review which re-evaluated the roles against the sector to ensure we remain competitive. This was conducted by Hays in 2020. All staff also benefit from a cost of living pay rise that is approved by the Board during the annual budget meeting in June.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2023

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102)
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of information to auditor

The Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- that Trustees have taken all the steps that ought to have been taken as Trustees in order to be aware of any information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

Auditor

The auditors, Crowe U.K. LLP, have indicated their willingness to continue in office.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

Approved by order of the members of the board of Trustees on Oct 23, 2023
and signed on their behalf by:

Dr Paul Groves
Chair

Paul Groves (Oct 23, 2023 15:31 GMT+1)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STUDENT UNION LETTINGS LIMITED

Opinion

We have audited the financial statements of Student Union Lettings Limited (the 'charitable company') for the year ended 30 June 2023 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STUDENT UNION LETTINGS LIMITED (CONTINUED)

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company’s ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The key laws and regulations we considered in this context were General Data Protection Regulation, health and safety legislation and employee legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing and completeness of income recognition and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and those charged with governance about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, sample testing on income recognition, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STUDENT UNION LETTINGS LIMITED (CONTINUED)

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Helen Blundell

Helen Blundell FCA FCIE DChA (Senior statutory auditor)
for and on behalf of
Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

Date: 7 November 2023

STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 30 JUNE 2023

	Note	Unrestricted funds 2023 £	Total funds 2023 £	*Total funds 2022 £*
Income from:				
Donations and grants	4	**-**	**-**	*1,780*
Charitable activities	5	**1,444,607**	**1,444,607**	*1,446,279*
Other income	6	**40,982**	**40,982**	*11,433*
Total income		**1,485,589**	**1,485,589**	*1,459,492*
Expenditure on:				
Charitable activities	7	**1,306,033**	**1,306,033**	*1,328,056*
Total expenditure		**1,306,033**	**1,306,033**	*1,328,056*
Net movement in funds		**179,556**	**179,556**	*131,436*
Reconciliation of funds:				
Total funds brought forward		**1,641,341**	**1,641,341**	*1,509,905*
Net movement in funds		**179,556**	**179,556**	*131,436*
Total funds carried forward		**1,820,897**	**1,820,897**	*1,641,341*

The notes on pages 20 to 33 form part of these financial statements.

STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)
REGISTERED NUMBER: 08140750

BALANCE SHEET
AS AT 30 JUNE 2023

	Note		2023 £		*2022 £*
Fixed assets					
Intangible assets	12		**2,384**		*7,584*
Tangible assets	13		**3,991**		*8,475*
Investment property	14		**477,149**		*249,245*
			483,524		*265,304*
Current assets					
Debtors	15	**19,728**		*7,529*	
Cash at bank and in hand		**1,407,318**		*1,484,413*	
		1,427,046		*1,491,942*	
Creditors: amounts falling due within one year	16	**(89,673)**		*(115,905)*	
Net current assets			**1,337,373**		*1,376,037*
Total net assets			**1,820,897**		*1,641,341*
Charity funds					
Unrestricted funds	17		**1,820,897**		*1,641,341*
Total funds			**1,820,897**		*1,641,341*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Dr Paul Groves Paul Groves (Oct 23, 2023 15:31 GMT+1)

Date: Oct 23, 2023

The notes on pages 20 to 33 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2023

	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash used in operating activities	18	**150,809**	*90,678*
Purchase of tangible fixed assets		**-**	*(794)*
Purchase of investment property		**(227,904)**	*(249,245)*
Net cash used in investing activities		**(227,904)**	**(250,039)**
Change in cash and cash equivalents in the year		**(77,095)**	**(159,361)**
Cash and cash equivalents at the beginning of the year		**1,484,413**	*1,643,774*
Cash and cash equivalents at the end of the year	19	**1,407,318**	*1,484,413*

The notes on pages 20 to 33 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023

1. General information

The charitable company is incorporated and registered with the Charity Commission in England and Wales, registered number 1149922. The company registration number is 08140750. The principal office is First Floor Campus Centre Building, Mill Lane, Leicester, Leicestershire, LE2 7DR.

The company is limited by guarantee. The members of the company are De Montfort University Students' Union Limited and University of Leicester Students' Union Trading Limited. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

Sulets principal activity is the provision of accommodation for students based at De Montfort University and the University of Leicester.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Student Union Lettings Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

As stated in the Trustee's Report, the Trustees believe there are no material uncertainties that call into doubt the charitable company's ability to continue as a going concern and the accounts have therefore been prepared on the basis that the charitable company is a going concern.

2.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

2.4 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2. Accounting policies (continued)

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

2.6 Intangible assets and amortisation

Intangible assets relate to website development costs and computer software, which are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following bases:

Website	-	33% straight line
Computer software	-	25% straight line

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

2. Accounting policies (continued)

2.7 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Fixtures and fittings	- 25% straight line
Computer equipment	- 25% straight line

2.8 Investment property

Investment property is carried at fair value determined annually by management and external valuers as necessary and derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. Changes in fair value are recognised in the Statement of Financial Activities.

All investment property is let for students.

2.9 Financial instruments

The company only enters into basic financial instruments that result in the recognition of financial assets and liabilities such as trade and other debtors and creditors.

Debtors

Short term debtors are measured at transaction price, less any impairment.

Creditors

Short term creditors are measured at the transaction price. Other financial liabilities are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.10 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

3. Critical accounting estimates and areas of judgement

Preparation of the financial statements requires management to make significant judgments and estimates. The items in the financial statements where these judgements and estimates have been made include the following:

Critical accounting estimates and assumptions:

Investment property valuation

The investment property is revalued annually to the estimated open market value as at the year-end.

4. Income from donations and grants

	Unrestricted funds 2023 £	Total funds 2023 £	*Total funds 2022 £*
Government grants	-	**-**	*1,780*
Total 2022	*1,780*	*1,780*	

In prior years the Company was eligible to claim additional funding from the furlough support scheme provided by the government.

5. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £	*Total funds 2022 £*
Commissions receivable	650,219	**650,219**	*581,375*
Rentals receivable	794,388	**794,388**	*864,904*
	1,444,607	**1,444,607**	*1,446,279*
Total 2022	*1,446,279*	*1,446,279*	

6. Other incoming resources

	Unrestricted funds 2023 £	Total funds 2023 £	*Total funds 2022 £*
Other income	40,982	**40,982**	*11,433*
Total 2022	*11,433*	*11,433*	

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2023 £	Total 2023 £	*Total 2022 £*
Rental and commissions	1,306,033	**1,306,033**	*1,328,056*
Total 2022	*1,328,056*	*1,328,056*	

Summary by expenditure type

	Staff costs 2023 £	Depreciation 2023 £	Other costs 2023 £	Total 2023 £	*Total 2022 £*
Rental and commissions	427,346	9,684	869,003	**1,306,033**	*1,328,056*
Total 2022	*403,570*	*11,864*	*912,622*	*1,328,056*	

8. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £	*Total funds 2022 £*
Rental and commissions	1,117,906	188,127	**1,306,033**	*1,328,056*
Total 2022	*1,154,781*	*173,275*	*1,328,056*	

Analysis of direct costs

8. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	Total funds 2023 £	*Total funds 2022 £*
Staff costs	**427,346**	*403,570*
Letting costs	**690,560**	*751,211*
	1,117,906	*1,154,781*

Analysis of support costs

	Total funds 2023 £	*Total funds 2022 £*
Depreciation and amortisation	**9,684**	*11,864*
Rent	**20,000**	*20,000*
Printing, postage and stationery	**316**	*1,194*
Travel	**1,974**	*1,004*
Advertising and marketing	**36,600**	*31,491*
Legal and professional	**10,457**	*12,760*
Software subscription	**36,732**	*29,887*
Repairs and renewals	**12,513**	*10,617*
Bank charges	**6,272**	*3,869*
Credit card charges	**144**	*11,816*
Sundry expenses	**18,892**	*12,677*
Finance, Human Resources and Marketing	**23,633**	*20,000*
Governance costs	**10,910**	*6,096*
	188,127	*173,275*

9. Auditor's remuneration

The auditor's remuneration amounts to an auditor fee of £12,000 *(2022 - £6,050)*, and other services amounting to of £500 (*2022 - £650*).

10. Staff costs

	2023 £	2022 £
Wages and salaries	**379,562**	*358,378*
Social security costs	**32,396**	*30,484*
Contribution to defined contribution pension schemes	**15,388**	*14,708*
	427,346	*403,570*

The average number of persons employed by the Company during the year was as follows:

	2023 No.	2022 No.
Administration	**12**	*12*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023 No.	2022 No.
In the band £90,001 - £100,000	**1**	*1*

Key management personnel are considered to be anyone who has authority and responsibility for planning, directing and controlling the activities of the company. During the year, key management personnel received remuneration of £106,510 (*2022: £105,304*), including employers' National Insurance and employers' pension contributions.

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2022 - £NIL)*.

During the year ended 30 June 2023, no Trustee expenses have been incurred *(2022 - £NIL)*.

12. Intangible assets

	Website and software £
Cost	
At 1 July 2022	**39,268**
At 30 June 2023	**39,268**
Amortisation	
At 1 July 2022	**31,684**
Charge for the year	**5,200**
At 30 June 2023	**36,884**
Net book value	
At 30 June 2023	**2,384**
At 30 June 2022	*7,584*

13. Tangible fixed assets

	Fixtures and fittings £
Cost or valuation	
At 1 July 2022	**32,917**
At 30 June 2023	**32,917**
Depreciation	
At 1 July 2022	**24,442**
Charge for the year	**4,484**
At 30 June 2023	**28,926**
Net book value	
At 30 June 2023	**3,991**
At 30 June 2022	*8,475*

14. Investment property

	Freehold investment property £
Valuation	
At 1 July 2022	**249,245**
Additions	**227,904**
At 30 June 2023	**477,149**

The investment property held at 1 July 2022 was purchased in October 2021 and valued at cost.

On 29 September 2022, an investment property was purchased for a total cost, including legal and other associated acquisition costs of £202,500.

The valuation of the properties at the year-end was deemed to be in line with it's purchase price plus improvements made in the year.

15. Debtors

	2023 £	2022 £
Trade debtors	**16,306**	*2,531*
Prepayments and accrued income	**3,422**	*4,998*
	19,728	*7,529*

16. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	**7,017**	*5,281*
Other taxation and social security	**27,875**	*25,045*
Other creditors	**1,763**	-
Accruals and deferred income	**53,018**	*85,579*
	89,673	*115,905*

	2023 £	2022 £
Deferred income		
Deferred income at 1 July 2022	**29,027**	*19,756*
Resources deferred during the year	**28,777**	*29,027*
Amounts released from previous periods	**(29,027)**	*(19,756)*
	28,777	*29,027*

Deferred income represents rent and associated income received in advance.

The Company holds funds as intermediary on behalf of landlords and tenants. These amount to £175,871 (*2022: £232,505*) at the year end date and are not included as assets or liabilities of the Company in line with the SORP recommended treatment.

17. Statement of funds

Statement of funds - current year

	Balance at 1 July 2022 £	Income £	Expenditure £	Balance at 30 June 2023 £
Unrestricted funds				
General Funds	**1,641,341**	**1,485,589**	**(1,306,033)**	**1,820,897**

Statement of funds - prior year

	Balance at 1 July 2021 £	*Income £*	*Expenditure £*	*Balance at 30 June 2022 £*
Unrestricted funds				
General Funds	*1,509,905*	*1,459,492*	*(1,328,056)*	*1,641,341*

18. Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	*2022 £*
Net income for the year (as per Statement of Financial Activities)	**179,556**	*131,436*
Adjustments for:		
Depreciation charges	**4,484**	*6,664*
Amortisation charges	**5,200**	*5,200*
Decrease/(increase) in debtors	**(12,199)**	*3,597*
Decrease in creditors	**(26,232)**	*(56,219)*
Net cash provided by operating activities	**150,809**	*90,678*

19. Analysis of cash and cash equivalents

	2023	*2022*
	£	*£*
Cash in hand	**1,407,318**	*1,484,413*

20. Analysis of changes in net debt

	At 1 July 2022	Cash flows	At 30 June 2023
	£	£	£
Cash at bank and in hand	**1,484,413**	**(77,095)**	**1,407,318**
	1,484,413	**(77,095)**	**1,407,318**

21. Capital commitments

	2023	*2022*
	£	*£*
Contracted for but not provided in these financial statements		
Repairs, maintenance or enhancements to investment property	**3,976**	-

22. Pension commitments

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. Contributions totalling £1,763 were payable to the scheme at the balance sheet date (*2022: £nil*).

23. Operating lease commitments

At 30 June 2023 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023 £	*2022* *£*
Not later than 1 year	**512,477**	*497,045*

During the year lease payments have been recognised as an expense in the Statement of financial activities for £498,221 (*2022: £574,054*).

The properties above are sub-let to students.

At 30 June 2021 the total of the Company's future minimum lease receipts under non-cancellable operating leases were:

	2023 £	*2022* *£*
Within 1 year	**644,968**	*728,537*

24. Related party transactions

The Company has rented office space from De Montfort Students Union during the year at a cost of £20,000 (*2022: £20,000*). The Company also paid £10,000 (*2022: £10,000*) in advertising to De Montfort Students Union. At the year end £Nil (*2022: £Nil*) remained outstanding.

The Company also paid £13,633 (*2022: £10,000*) for advertising expenses to The University of Leicester Students' Union. At the year end £Nil (*2022: £Nil*) remained outstanding.

STUDENT UNION LETTINGS LIMITED

England & Wales - Charity number 1149922

Accounts

Registered number: 08140750
Charity number: 1149922

STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022

STUDENT UNION LETTINGS LIMITED
(A company limited by guarantee)

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STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 30 JUNE 2022

Trustees

Dr Paul Groves, Chair
Mr Ceri Davies
Mr Gareth Oughton
Mr Richard Osborn
Mr Martin Miller
Ms Debbie Muddimer
Mrs Danielle Gillet (resigned 8 September 2021)
Ms Penelope Robson (resigned 30 September 2021)
Miss Karla Wagener (resigned 12 July 2022)
Miss Gemma Lomas (appointed 18 October 2021)
Mr Martin Chuter (appointed 18 October 2021)
Miss Sarah Bradley (appointed 31 January 2022)
Miss Hoor Pathan (appointed 2 August 2022)

Company registered number

08140750

Charity registered number

1149922

Registered office

Ground Floor Campus Centre Building
Mill Lane
Leicester
Leicestershire
LE2 7DR

Chief Executive Officer

Mr Irving Hill

Independent auditor

Crowe U.K. LLP
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2022

Solicitors

Shakespeare Martineau LLP
Leicester
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TRUSTEES' REPORT
FOR THE YEAR ENDED 30 JUNE 2022

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Student Union Lettings Limited (the company) for the period ended 30 June 2022. The Trustees confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP 2015), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

The company trades under the name Sulets.

STRUCTURE, GOVERNANCE AND MANAGEMENT

CONSTITUTION

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 9 July 2012.

The company is also a registered charity, number 1149922.

ORGANISATIONAL STRUCTURE AND DECISION MAKING

The oversight of the company is the responsibility of the unpaid Trustees who are elected and co-opted under the terms of the Trust Deed.

The company consists of a Board comprising up to 12 Trustees. Currently, there are 11 Trustees in post.

The University of Leicester Students' Union and De Montfort University Students' Union are members of the charity and each appoint 3 trustees to the Board. The other trustees recruited to the Board are independent of Student Unions or Universities. The charity has purchased indemnity insurance in favour of the trustees of the charity.

The Senior Management Team of Sulets comprises an Operations Manager, a Digital Marketing Manager along with the Chief Executive Officer who is responsible for the day-to-day operation of Sulets and is directly responsible to the Trustee Board.

The Board meets regularly to receive reports from the Chief Executive Officer, to review the charity's performance and administration and to decide policy issues arising.

The company operates from its base at De Montfort Students' Union, although we have a significant presence at University of Leicester Student Union both online and at key student events throughout the year.

OBJECTIVES AND PUBLIC BENEFIT

The principal objects of the company are defined as follows:

The objects for which the company is established are the advancement of education by providing and managing accommodation and related services for educational institutions, their students and other persons associated with educational institutions.

Sulets was created with the principal aim of delivering high quality housing to students studying at the two Universities in Leicester

We aim to

- Support students by offering good quality housing options
- Raise standards in the Private Rented Sector (PRS)
- Support the two Leicester Universities and their Students' Unions and deliver high quality housing for the Leicester student accommodation market

In setting our objectives and planning our activities the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

The Trustees believe that there is a clear and continued public benefit from the operation of Sulets. This includes:

- A not for profit operating model.
- Private rented sector properties that are of a high standard and have been assessed against our own code of standards.
- Clear evidence that we have improved the quality of rental properties offered to our key target group.
- The provision of good quality independent advice via the provision of a comprehensive series of advice guides that Sulets have commissioned to provide a clear, unvarnished information to students on our website.
- A landlord rating site for students to feedback on their experience of renting in Leicester.

REVIEW OF ACTIVITIES

Despite a difficult market, Sulets has had another successful year where we have delivered our first development property and a healthy surplus, in excess of plan.

The business continues to operate on the basis of a major contract with Student Roost where we have an exclusive agreement with them. In addition, we operate 131 properties in a mix of Let Only, Managed and leased houses, which we call Head Tenancy (HTS). The HTS houses are let to us on short leases and then we sublet these to students with inclusive bills and other additional services.

The student accommodation sector has been hit hard by the sky rocketing cost of energy and this has particularly affected our HTS properties where we include the bills. In February this year, we took the decision to temporarily stop offering inclusive bills for 22/23 lets as energy costs had doubled at that point and now stand at approximately 4 times what they were before the surge in prices. As an alternative to ensure that students have been able to access an inclusive bills service, we have partnered with Unihomes who offer inclusive packages. However, the cost for these has dramatically risen in recent weeks. We will continue to review the situation and hope to return to our own inclusive offering once the situation in world energy markets improves.

Operations

Developing our own properties

This year we opened our first property that was purchased late in 2021. The property based on College Avenue in Leicester, has undergone an extensive refurbishment and was quickly let for the forthcoming 2022/23 academic year. The renovation went well and we are proud of the finished result which should provide high quality, comfortable accommodation for 4 students for many years to come.

It has long been the ambition of the team to develop our own properties and we hope that this is the first step in a long line of increasingly larger projects that will help cement our reputation for quality accommodation and help to develop a new income stream where we benefit from rental income and capital growth.

At the time of writing we are in the process of purchasing a new property near the DMU campus on Cambridge Street.

Student Survey

Every year we survey students in all our PRS housing to measure overall satisfaction and to drive improvements. This year we sent our survey to 445 tenants and 90 responded, a response rate of 20.2%. This is an increase on last years figures which had a response rate of 15%.

Highlights include:

- Over 94% of students stated that they would recommend Sulets to other students. This was 83% in 2018.
- 88% of students agreed that their rent provided good value for money. This was 86% in 2018.
- 93% of students agreed that we are ‘easily accessible and responsive’ when they needed to contact us.

These are very positive scores and are backed up by our review scores on Trustpilot and Google which stand at 4.4 out of 5 and 4.5 out of 5 respectively. To achieve these scores and this level of positive feedback in off-street student housing is very difficult. This is testament to the standards and service at Sulets and the hard work from a skilled and committed team of staff.

Staffing

Every year we run an independent, anonymous staff survey measuring areas such as happiness in the role, support from their manager, how valued they feel by the business and training and development. This year we achieved employee engagement score of 94%. This is a slight drop on the previous score of 100% but it remains an impressive score for any business. This was based on the following key statements:

1. I feel Sulets' values me as an employee
2. I'm proud to be a member of the Sulets' team
3. I feel happy at work

We believe that training and development are a key reason for our enviable staff engagement score. We have excellent staff retention with the average in post across the business of 6.8 years. When we do lose staff it is usually as a result of them moving to a higher role which has been made possible as we have helped develop their career through extensive training and support.

This year we helped multiple staff members with in-house and external training as well as helping our Digital Marketing Manager achieve the Level 6 Award in digital marketing with the Charted Institute of Marketing. We paid for the course and supported them with time off during the exam and revision period. This level of investment in our staff is important and creates a highly skilled, loyal and committed team as well as developing their future careers.

Finally, following our annual reassessment, we are pleased to announce that Sulets has retained its Investors In People Gold status.

Marketing

The nature of student accommodation is that at best, a customer will normally only purchase from you over a 3-year period. This is one of the reasons that marketing is so important as the window to catch customers is by definition, short.

Sulets benefits tremendously from its exclusive links with the Student Unions including our shop on the DMU campus, exclusive access to key events, social media support and the links from the University and SU websites. The Sulets.Com website consistently ranks highly in organic search results on multiple key search terms which places our brand at the front of students search journey. These ranks are achieved from constant changes to the site to ensure it is new and engaging as well as good SEO links and fresh content.

During the year, there were over 121,000 visits to the site which is a substantial number for an operation based in a single city. The total number of visits was up by 12,500 year-on-year. From a search perspective, for the key term 'student accommodation Leicester', we consistently rank in the top three results in both organic search results and local map results. These consistent results mean that we rank higher than all local competitors as well as outranking the major national operators in local results. This is what makes Sulets a continuing popular destination for landlords and tenants despite the local market problems.

Governance

This year, the Board met on 7 occasions. All of the meetings were held online.

This year, 4 trustees joined the Board: Gemma Lomas, Sarah Bradley, Hoor Pathan and Martin Chuter. They received an induction which includes training and advice from our solicitors, where individuals are new to charity governance, meeting the staff and CEO and a tour of some of our buildings. We look forward to their positive contribution to the Board.

This year, we said goodbye to Penni Robson, Danielle Gillett and Karli Wagener. We thank them for their valuable contribution to the board and we wish her success in their future careers.

Future plans

The Leicester Market

For over 10 years, Sulets has been a successful not for profit operator serving the students of Leicester. We are proud of how the charity has developed and the positive impact we have had on student housing in the city. We remain the largest independent student housing operation in Leicester (excluding the Universities) and we feel that over the last 10 years we have made a demonstrable improvement to the student housing experience via our code of standards and ethical business practices.

However, since the pandemic, Leicester has become an increasingly difficult market to operate in. Some of this is due to the lingering effects of the pandemic as Leicester was adversely affected. However, the pandemic cannot be solely blamed for the difficult market in Leicester and the key reasons are the significant fall in student numbers attending DMU and the continuing increase in supply of PBSA accommodation.

DMU has reported a fall of around 40% in student numbers over the last 3 years and this has had a very significant impact on the market. They have dramatically reduced their nomination agreements with private providers. In comparison, University of Leicester has been steadily growing their numbers and look to have had a bumper year for the forthcoming intake (22-23) but this needs to be balanced against its new Freemans Common development which has added 1200 beds to their accommodation portfolio.

When coupled with an expansion in supply from private PBSA operators and several thousand rooms coming on stream this year or in the pipeline, this has resulted in significant voids in PBSA beds across the city which has affected all those in the sector, including the major operators.

Sulets has been highly successful in the Leicester market and has fully met its objectives and continues to do so. Proposed legislative changes may create additional opportunities and roles for Sulets to further its objectives. However, the ongoing sale of Student Roost, Sulets key partner, may be a downside risk that needs to and is being managed.

The Board has been exploring other opportunities to mitigate risks as well as providing additional growth opportunities for Sulets. Whilst fully maintaining alignment with its objects there are some very exciting upside opportunities bring pursued.

The Board’s ambition is for Sulets to continue with its success, build on those learnings to pursue other growth opportunities.

FINANCIAL REVIEW

Reserves Policy

The general reserve policy as detailed below is to cover trading activity and to cover redundancy costs in the event that we needed to wind the business down. Money held in excess of this, is held to build an investment fund which is being developed to support Sulets long term strategic goals.

The Board reviewed our reserves policy and decided to reduce the amount held in reserves from 6 months operational costs + redundancy payments down to 4 months as it was felt to be in excess of what was required. This has resulted in an increase into our investment fund.

The Trustee Board has approved a reserves policy for Sulets to:

- provide financial stability to enable Sulets to continue to achieve its objectives during challenging trading periods. This will enable Sulets to cover short term fluctuations in income and cash flow.
- allow Sulets to take advantage of strategic development opportunities and plan for growth.
- enable Sulets to make provision for any staff redundancies and closure costs on any dissolving of the Charity.

The reserves policy covers:

- 4 months operating costs + an additional fund to cover redundancy costs for all staff (general reserve) + a designated fund for investment.
- Operating costs being defined as payroll costs plus direct purchases.
- Redundancy costs being the statutory level for all staff employed.

This currently equates to approximately £254,000.

Total free reserves at the year end stood at £1,625,282 (2021: £1,482,776).

Going Concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

MATERIAL INVESTMENTS POLICY

Sulets has purchased its first property during the current financial year and at the time of writing this report, is about to complete the purchase of a second property. The Trustee Board have adopted an investment policy to ensure that our investment fund is used to further the aims of the charity by purchasing additional student properties for rent.

RISK MANAGEMENT

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

A risk register has been established and it is formally reviewed once every 12 months by the Trustee Board.

The principal risks and uncertainties we face are considered regularly and in line with good governance. We have a range of mitigating strategies and controls in place which are reviewed and tested on a regular basis.

STAFF REMUNERATION

The CEO's role is reviewed by a Remuneration Committee. This committee was established in October 2016 to set the pay and conditions of the CEO. The Committee reports to the Trustee Board on an annual basis and this information is used to set the terms and conditions of the post.

The CEO and the entire staff team at Sulets were subject to an external pay review which re-evaluated the roles against the sector to ensure we remain competitive. This was conducted by Hays in 2020. All staff also benefit from a cost of living pay rise that is approved by the Board during the annual budget meeting in June.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102)
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2022

Disclosure of information to auditor

The Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- that Trustees have taken all the steps that ought to have been taken as Trustees in order to be aware of any information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

Auditor

The auditors, Crowe U.K. LLP, have indicated their willingness to continue in office.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

Approved by order of the members of the board of Trustees on 13 October 2022
and signed on their behalf by:

Paul Groves

Dr Paul Groves
Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STUDENT UNION LETTINGS LIMITED

Opinion

We have audited the financial statements of Student Union Lettings Limited (the 'charitable company') for the year ended 30 June 2022 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STUDENT UNION LETTINGS LIMITED (CONTINUED)

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company’s ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The key laws and regulations we considered in this context were CQC regulations, General Data Protection Regulation, health and safety legislation and employee legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing and completeness of income recognition and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and those charged with governance about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, sample testing on income recognition, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some

material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Helen Drew (Senior statutory auditor)
for and on behalf of
Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

Date: 19 October 2022

STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 30 JUNE 2022

	Note	Unrestricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
Income from:				
Donations and grants	4	**1,780**	**1,780**	*10,083*
Charitable activities	5	**1,446,279**	**1,446,279**	*1,898,036*
Other income	6	**11,433**	**11,433**	*4,365*
Total income		**1,459,492**	**1,459,492**	*1,912,484*
Expenditure on:				
Charitable activities	7	**1,328,056**	**1,328,056**	*1,705,926*
Total expenditure		**1,328,056**	**1,328,056**	*1,705,926*
Net movement in funds		**131,436**	**131,436**	*206,558*
Reconciliation of funds:				
Total funds brought forward		**1,509,905**	**1,509,905**	*1,303,347*
Net movement in funds		**131,436**	**131,436**	*206,558*
Total funds carried forward		**1,641,341**	**1,641,341**	*1,509,905*

The notes on pages 18 to 32 form part of these financial statements.

STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)
REGISTERED NUMBER: 08140750

BALANCE SHEET
AS AT 30 JUNE 2022

	Note		2022 £		*2021 £*
Fixed assets					
Intangible assets	12		**7,584**		*12,784*
Tangible assets	13		**8,475**		*14,345*
Investment property	14		**249,245**		*-*
			265,304		*27,129*
Current assets					
Debtors	15	**7,529**		*11,126*	
Cash at bank and in hand		**1,484,413**		*1,643,774*	
		1,491,942		*1,654,900*	
Creditors: amounts falling due within one year	16	**(115,905)**		*(172,124)*	
Net current assets			**1,376,037**		*1,482,776*
Total assets less current liabilities			**1,641,341**		*1,509,905*
Total net assets			**1,641,341**		*1,509,905*
Charity funds					
Restricted funds	17		**-**		*-*
Unrestricted funds	17		**1,641,341**		*1,509,905*
Total funds			**1,641,341**		*1,509,905*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 13 October 2022 and signed on their behalf by:

Paul Groves

Dr Paul Groves

The notes on pages 18 to 32 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2022

	Note	2022 £	*2021 £*
Cash flows from operating activities			
Net cash used in operating activities	19	**90,678**	*291,696*
Purchase of intangible assets		**-**	*(15,600)*
Purchase of tangible fixed assets		**(794)**	*(12,198)*
Purchase of investment property		**(249,245)**	*-*
Net cash used in investing activities		**(250,039)**	**(27,798)**
Change in cash and cash equivalents in the year		**(159,361)**	**263,898**
Cash and cash equivalents at the beginning of the year		**1,643,774**	*1,379,876*
Cash and cash equivalents at the end of the year	20	**1,484,413**	*1,643,774*

The notes on pages 18 to 32 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

1. General information

The charitable company is incorporated and registered with the Charity Commission in England and Wales, registered number 1149922. The company registration number is 08140750. The principal office is First Floor Campus Centre Building, Mill Lane, Leicester, Leicestershire, LE2 7DR.

The company is limited by guarantee. The members of the company are De Montfort University Students' Union Limited and University of Leicester Students' Union Trading Limited. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

Sulets principal activity is the provision of accommodation for students based at De Montfort University and the University of Leicester.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Student Union Lettings Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

As stated in the Trustee's Report, the Trustees believe there are no material uncertainties that call into doubt the charitable company's ability to continue as a going concern and the accounts have therefore been prepared on the basis that the charitable company is a going concern.

2.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

2. Accounting policies (continued)

2.4 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset’s use.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

2.6 Intangible assets and amortisation

Intangible assets relate to website development costs and computer software, which are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following bases:

Website	-	33% straight line
Computer software	-	25% straight line

2. Accounting policies (continued)

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Fixtures and fittings	- 25% straight line
Computer equipment	- 25% straight line

2.8 Investment property

Investment property is carried at fair value determined annually by management and external valuers as necessary and derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. Changes in fair value are recognised in the Profit and Loss account.

2.9 Financial instruments

The company only enters into basic financial instruments that result in the recognition of financial assets and liabilities such as trade and other debtors and creditors.

Debtors

Short term debtors are measured at transaction price, less any impairment.

Creditors

Short term creditors are measured at the transaction price. Other financial liabilities are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.10 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

3. Critical accounting estimates and areas of judgment

Preparation of the financial statements requires management to make significant judgments and estimates. The items in the financial statements where these judgements and estimates have been made include the following:

Investment property valuation

The investment property is revalued annually to the estimated open market value as at the year-end.

4. Income from donations and grants

	Unrestricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
Government grants	1,780	**1,780**	*10,083*
Total 2021	*10,083*	*10,083*	

The company has been eligible to claim additional funding in the year to 30 June 2022 from the furlough support scheme provided by the government in response to the coronavirus outbreak (CJRS) whereby the company furloughed staff. The funding received of £1,780 (2021: £10,083) relates to staff costs included in note 10.

5. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
Commissions receivable	581,375	**581,375**	*574,081*
Rentals receivable	864,904	**864,904**	*1,323,955*
	1,446,279	**1,446,279**	*1,898,036*
Total 2021	*1,898,036*	*1,898,036*	

6. Other incoming resources

	Unrestricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
Other income	11,433	**11,433**	*4,365*
Total 2021	*4,365*	*4,365*	

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
Rental and commissions	1,328,056	**1,328,056**	*1,705,926*
Total 2021	*1,705,926*	*1,705,926*	

Summary by expenditure type

	Staff costs 2022 £	Depreciation 2022 £	Other costs 2022 £	Total funds 2022 £	*Total funds 2021 £*
Rental and commissions	403,570	11,864	912,622	**1,328,056**	*1,705,926*
Total 2021	*397,065*	*7,989*	*1,300,872*	*1,705,926*	

8. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £	*Total funds 2021 £*
Rental and commissions	1,154,781	173,275	**1,328,056**	*1,705,926*
Total 2021	*1,516,470*	*189,456*	*1,705,926*	

Analysis of support costs

	Total funds 2022 £	*Total funds 2021 £*
Depreciation and amortisation	**11,864**	*7,989*
Rent	**20,000**	*20,000*
Printing, postage and stationery	**1,194**	*1,328*
Travel	**1,004**	*293*
Advertising and marketing	**31,491**	*48,836*
Legal and professional	**12,760**	*23,203*
Software subscription	**29,887**	*32,885*
Repairs and renewals	**10,617**	*3,119*
Bank charges	**3,869**	*2,695*
Credit card charges	**11,816**	*10,025*
Sundry expenses	**12,677**	*12,481*
Finance, Human Resources and Marketing	**20,000**	*20,000*
Governance costs	**6,096**	*6,602*
	173,275	*189,456*

9. Auditor's remuneration

The auditor's remuneration amounts to an auditor fee of £6,050 *(2021 - £5,715)*, and other services amounting to of £650 (*2021 - £500*).

10. Staff costs

	2022 £	*2021* *£*
Wages and salaries	**358,378**	*352,424*
Social security costs	**30,484**	*30,201*
Contribution to defined contribution pension schemes	**14,708**	*14,440*
	403,570	*397,065*

The average number of persons employed by the Company during the year was as follows:

	2022 No.	*2021* *No.*
Administration	**12**	*12*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022 No.	*2021* *No.*
In the band £80,001 - £90,000	**-**	*1*
In the band £90,001 - £100,000	**1**	-

Key management personnel are considered to be anyone who has authority and responsibility for planning, directing and controlling the activities of the company. During the year, key management personnel received remuneration of £105,304 (2021: £90,571), including employers' National Insurance and employers' pension contributions.

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2021 - £NIL)*.

During the year ended 30 June 2022, no Trustee expenses have been incurred *(2021 - £NIL)*.

12. Intangible assets

	Website and software £
Cost	
At 1 July 2021	**39,268**
At 30 June 2022	**39,268**
Amortisation	
At 1 July 2021	**26,484**
Charge for the year	**5,200**
At 30 June 2022	**31,684**
Net book value	
At 30 June 2022	**7,584**
At 30 June 2021	*12,784*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

13. Tangible fixed assets

	Fixtures and fittings £
Cost or valuation	
At 1 July 2021	**32,123**
Additions	**794**
At 30 June 2022	**32,917**
Depreciation	
At 1 July 2021	**17,778**
Charge for the year	**6,664**
At 30 June 2022	**24,442**
Net book value	
At 30 June 2022	**8,475**
At 30 June 2021	*14,345*

14. Investment property

	Freehold investment property £
Valuation	
Additions	**249,245**
At 30 June 2022	**249,245**

The investment property was purchased on 15 October 2021 for a total cost, including legal and other associated acquisition costs, of £231,805.

During the financial year £17,440 of improvements were made to the property to bring it into use and are deemed to have improved the value of the property.

The valuation of the property at the year-end was deemed to be in line with it's purchase price plus improvements made in the year.

15. Debtors

	2022 £	*2021 £*
Trade debtors	**2,531**	*6,928*
Prepayments and accrued income	**4,998**	*4,198*
	7,529	*11,126*

16. Creditors: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	**5,281**	*70,612*
Other taxation and social security	**25,045**	*18,105*
Accruals and deferred income	**85,579**	*83,407*
	115,905	*172,124*

	2022 £	2021 £
Deferred income		
Deferred income at 1 July 2021	**19,756**	*24,448*
Resources deferred during the year	**29,027**	*19,756*
Amounts released from previous periods	**(19,756)**	*(24,448)*
	29,027	*19,756*

Deferred income represents rent and associated income received in advance.

The Company holds funds as intermediary on behalf of landlords and tenants. These amount to £232,505 (2021: £259,986) at the year end date and are not included as assets or liabilities of the Company in line with the SORP recommended treatment.

17. Statement of funds

Statement of funds - current year

	Balance at 1 July 2021 £	Income £	Expenditure £	Balance at 30 June 2022 £
Unrestricted funds				
General Funds	**1,509,905**	**1,459,492**	**(1,328,056)**	**1,641,341**

Statement of funds - prior year

	Balance at 1 July 2020 £	*Income £*	*Expenditure £*	*Balance at 30 June 2021 £*
Unrestricted funds				
General Funds	*1,303,347*	*1,912,484*	*(1,705,926)*	*1,509,905*

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	8,475	**8,475**
Intangible fixed assets	7,584	**7,584**
Investment property	249,245	**249,245**
Current assets	1,491,942	**1,491,942**
Creditors due within one year	(115,905)	**(115,905)**
Total	1,641,341	**1,641,341**

Analysis of net assets between funds - prior year

	Unrestricted funds 2021 £	*Total funds 2021 £*
Tangible fixed assets	*14,345*	*14,345*
Intangible fixed assets	*12,784*	*12,784*
Current assets	*1,654,900*	*1,654,900*
Creditors due within one year	*(172,124)*	*(172,124)*
Total	*1,509,905*	*1,509,905*

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2022 £	*2021 £*
Net income for the year (as per Statement of Financial Activities)	**131,436**	*206,558*
Adjustments for:		
Depreciation charges	**6,664**	*4,055*
Amortisation charges	**5,200**	*3,934*
Decrease in debtors	**3,597**	*12,522*
Increase/(decrease) in creditors	**(56,219)**	*64,627*
Net cash provided by operating activities	**90,678**	*291,696*

20. Analysis of cash and cash equivalents

	2022 £	*2021 £*
Cash in hand	**1,484,413**	*1,643,774*

21. Analysis of changes in net debt

	At 1 July 2021	Cash flows	At 30 June 2022
	£	£	£
Cash at bank and in hand	**1,643,774**	**(159,361)**	**1,484,413**
	1,643,774	**(159,361)**	**1,484,413**

22. Pension commitments

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. There were no contributions payable to the fund at the balance sheet date (2021: £nil).

23. Operating lease commitments

At 30 June 2022 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022	*2021*
	£	*£*
Not later than 1 year	**497,045**	*574,054*

During the year lease payments have been recognised as an expense in the Statement of financial activities for £574,054 (2021: £914,347).

The properties above are sub-let to students.

At 30 June 2021 the total of the Company's future minimum lease receipts under non-cancellable operating leases were:

	2022	*2021*
	£	*£*
Within 1 year	**728,537**	*862,752*

24. Related party transactions

The Company has rented office space from De Montfort Students Union during the year at a cost of £20,000 (2021: £20,000). The Company also paid £10,000 (2021: £10,000) in advertising and £Nil (2021: £335) in sundry expenses to De Montfort Students Union. At the year end £Nil (2021: £Nil) remained outstanding.

The Company also paid £10,000 (2021: £10,000) for advertising expenses to The University of Leicester Students' Union. At the year end £Nil (2021: £Nil) remained outstanding.

STUDENT UNION LETTINGS LIMITED

England & Wales - Charity number 1149922

Accounts

Registered number: 08140750
Charity number: 1149922

STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

STUDENT UNION LETTINGS LIMITED
(A company limited by guarantee)

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 30 JUNE 2021

Trustees

Mr Ceri Davies
Mrs Danielle Gillet (resigned 8 September 2021)
Mr Gareth Oughton
Ms Penelope Robson (resigned 30 September 2021)
Dr Paul Groves
Mr Tim Matthews (resigned 24 May 2021)
Mr Richard Osborn
Mr Martin Miller
Ms Debbie Muddimer
Miss Karla Wagener

Company registered number

08140750

Charity registered number

1149922

Registered office

Ground Floor Campus Centre Building
Mill Lane
Leicester
Leicestershire
LE2 7DR

Chief Executive Officer

Mr Irving Hill

Independent auditor

Crowe U.K. LLP
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

Solicitors

Shakespeare Martineau LLP
Leicester
LE1 1QH

Hatch Legal
Seascale
CA20 1QU

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2021

Bankers

RBS
5 Market Street
Leicester
LE1 6DN

TRUSTEES' REPORT
FOR THE YEAR ENDED 30 JUNE 2021

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Student Union Lettings Limited (the company) for the period ended 30 June 2021. The Trustees confirm that the Annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP 2015), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

The company trades under the name Sulets.

STRUCTURE, GOVERNANCE AND MANAGEMENT

CONSTITUTION

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 9 July 2012.

The company is also a registered charity, number 1149922.

ORGANISATIONAL STRUCTURE AND DECISION MAKING

The oversight of the company is the responsibility of the unpaid Trustees who are elected and co-opted under the terms of the Trust Deed.

The company consists of a Board comprising up to 12 Trustees. The University of Leicester Students' Union and De Montfort University Students' Union are members of the charity and each appoint 3 trustees to the Board. The other trustees recruited to the Board are independent of Student Unions or Universities. The charity has purchased indemnity insurance in favour of the trustees of the charity.

The Senior Management Team of Sulets comprises an Operations Manager, Head of Sales and Marketing along with the Chief Executive Officer who is responsible for the day-to-day operation of Sulets and is directly responsible to the Trustee Board.

The Board meets regularly to receive reports from the Chief Executive Officer, to review the charity's performance and administration and to decide policy issues arising.

The company operates from its base at De Montfort Students' Union, although we have a significant presence at University of Leicester Student Union both online and at key student events throughout the year.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2021

(continued)

OBJECTIVES AND PUBLIC BENEFIT

The principal objects of the company are defined as follows:

The objects for which the company is established are the advancement of education by providing and managing accommodation and related services for educational institutions, their students and other persons associated with educational institutions.

Sulets was created with the principal aim of delivering high quality housing to students studying at the two Universities in Leicester.

We aim to

- Support students by offering good quality housing options
- Raise standards in the Private Rented Sector (PRS)
- Support the two Leicester Universities and their Students' Unions and deliver high quality housing for the Leicester student accommodation market

In setting our objectives and planning our activities the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

The Trustees believe that there is a clear and continued public benefit from the operation of Sulets. This includes:

- A not for profit operating model.
- Private rented sector properties that are of a high standard and have been assessed against our own code of standards.
- Clear evidence that we have improved the quality of rental properties offered to our key target group.
- The provision of good quality independent advice via the provision of a comprehensive series of advice guides that Sulets have commissioned to provide a clear, unvarnished information to students on our website.
- A landlord rating site for students to feedback on their experience of renting in Leicester.

(continued)

REVIEW OF ACTIVITIES

Sulets started the 20-21 year in a strong position despite the ongoing Covid19 pandemic although for the first time since we launched the charity we did not achieve 100% sales. Nevertheless, we achieved sales of over 92% in our PBSA accommodation and let 141 houses. In total we housed 2184 students during the academic year. Sulets remains the biggest single independent provider of student accommodation in Leicester and this is due to our powerful links to the two Universities and their Students' Union and our commitment to quality and supporting students.

The ongoing pandemic has obviously impacted the entire country but the city of Leicester has been particularly affected. During the first easing of restrictions, whilst the rest of the country began opening up, Leicester remained locked down and this has had a significant impact on students across the city.

In March 2021, the Board of Sulets again decided to support students as the lockdown continued to affect finances and students' ability to work. The Board took the decision to refund all qualifying tenants in our leased portfolio the equivalent of one month's rent despite us continuing to make rent payments in full to our leased property landlords. Once again we did benefit from the generosity of some of our property owners who helped support our efforts and decided to share the cost of the refunds with us. In total, 4 landlords helped support Sulets to the value of £3,718 and we would like to express our thanks for their generous support. In total, the support we extended to students this year cost £46,404 but the Board strongly believes that this is the right decision and goes to the heart of what Sulets is, a charity supporting Leicester students.

Operations

Student Survey

Every year we survey students in all our PRS housing to measure overall satisfaction and to drive improvements. This year we sent our survey to 516 tenants and 76 responded, a response rate of 15.4%. This was a disappointing response and a fall on last year which was 28.1%. However, both Unions reported a decrease in engagement with the student body this year and the view is that is due to the high numbers of students who are at home and that they had been bombarded throughout the year with emails. Nevertheless, the positive news is that we have built upon the positive results from last year and the feedback this year was excellent.

Highlights include:

- Over 94% of students stated that they would recommend Sulets to other students.
- 88% of students agreed that their rent provided good value for money.
- 93% of students agreed that we are 'easily accessible and responsive' when they needed to contact us.

Once again this year, it is interesting to note that where Sulets is the landlord (in our leased housing), the results were higher than in the managed properties (where we just provide tenants and manage the building). From a student perspective, the key difference with our leased housing is that we control the property and make the decisions on repairs when they are reported. This is in comparison with our managed properties where we have to wait for permission from the landlord before a repair is carried out. The direct comparison here is that in both our leased and manged portfolio the tenants broadly stated that we were easily accessible and responsive at 92.6% and 94.12% respectively. However, when tenants were asked, 'do you believe that repairs and maintenance carried out at the property were done in a timely manner', 80.85% agreed on our leased portfolio but this dropped to 42.86 on the managed stock. Interestingly, there was little difference in the overall level of recommendation between the two housing types which suggest that students believe that Sulets are doing a good job and the slowness in the repairs response lies with the landlord.

(continued)

We have shown consistently for several years that whilst Sulets have driven up standards across all our house types, the real dramatic improvements are shown when we are, in effect, the landlord. This demonstrates the quality of service from Sulets and that leasing or owning properties allows us to far better control the quality of the end product to students. Where possible, we will continue to expand our leased stock and ultimately, ownership of our own properties which has been a long-held ambition for the charity.

Rate Your Student Home

This year we launched our new landlord rating site, Rate Your Student Home - Rateyourstudenthome.co.uk The site was a project that both of our Student Union members were keen to develop and so the Board has chosen to support this. The site was developed by a local agency and has a clean, simple look and works similar to many other rating sites.

The site has a registration function and students can look up existing properties or add their own. Properties are ranked out of 5 as well as marks for the landlord/agent. The moderation process includes a check to ensure that all reviews come from a student academic (.ac.uk) email address and these display a student verified status. Non-students can leave a review but non-academic verified address do not count towards the overall rank of each property to help prevent malicious postings. A moderation process ensures that the postings remain on topic and are not offensive and the landlord or agent has a right of reply. Specialist legal advice was taken prior to the launch of the site to ensure that Sulets was protected from any potential claims.

Sulets agreed to pay for the design, implementation and running costs of the site for 3 years. The Unions have agreed to market the site to students and encourage adoption by the two Universities. The site is branded with the two Unions logos and it is being marketed as an SU resource. We hope that the site will become a valuable resource for students looking for high quality accommodation and trustworthy operators.

Given its target market, it is restricted to Leicester students.

Student Mental Health support

This year we launched a new service that gives all tenants living in houses access to a comprehensive helpline provided by Health Assured. This covers legal and welfare advice as well as up to 6 one-to one sessions with a BACP mental health counsellor.

So far, take-up and usage of the service has been low but we believe that this is mainly due to the large number of students that returned home during the numerous lockdowns over the year rather than a lack of demand. For the forthcoming year, we will be intensifying our marketing of this service to ensure much wider take-up amongst our tenants as we believe that this is a valuable service for students.

(continued)

Staffing

There have been several major developments within the staffing side of Sulets.

This year, following a thorough assessment, we achieved the Investors in People (IIP) Gold Standard. This is a truly outstanding achievement and is testament to the staff and management team that have strived to make Sulets the best student lettings agency in Leicester. Achieving the gold standard means that we join the top 7% of businesses, that achieve IIP nationally and the team are rightly proud of this significant result. In addition to this, due to our high score during the audit process, we have been invited by IIP to be considered for a national award of best IIP Gold company in the 2-49 employee band. This is an invite only award and we are excited at the prospect of competing with other IIP companies across the UK to potentially win a 'best in the UK award'.

Similar to last year, we placed some of the staff team on the Government's Furlough scheme during the period January to April on a rolling basis. Once again, the Board took the view that as well as supporting our tenants, we should also support the staff team and so we decided to pay all staff salaries at the full 100% even though the maximum we could reclaim equalled 80%.

The cost of the 20% salary top-up for staff and writing off 1 month's rent from our leased portfolio resulted in a significant decrease in revenue but as a result of many years of success and careful financial management, this is something that Sulets has been able to afford for a second year. We are happy to support students and our staff team during this unprecedented period.

Every year we run an independent, anonymous staff survey measuring areas such as happiness in the role, support from their manager, how valued they feel by the business and training and development. This year we achieved our highest ever employee engagement score of 100%, which is little short of incredible. This was built on an engagement score of 96% last year and 80% in the year before that. This was based on the following key statements:

1. I feel Sulets' values me as an employee
2. I'm proud to be a member of the Sulets' team
3. I feel happy at work

This year we undertook a major piece of work with Hays PLC to assess our staff salary and benefits structure to ensure that we remain competitive within the market. All salaries were assessed against the local and national market and as a result, upwards adjustments were made to most staff posts within the business. Some of these are being phased over a 2 year period to ensure affordability.

The fact that we implemented this review during a period of lockdown when many other companies were making staff redundant highlights not only the Board's faith in the people that work in the business, but also the different approach we have in the delivery of our services to students. We strongly believe that a happy, valued and motivated staff team will deliver consistently great service and our approach to our staff wellbeing directly reflects our positive tenant feedback.

Finally we are pleased to announce that we were finalists in this year's Leicester Live Business Awards having been shortlisted for the award of 'Excellence in Training and Development'.

(continued)

Governance

This year, the Board met on 7 occasions and in a sign of the times, all these meetings were online.

As a result of changes implemented during the 2019/20 year, the Board has benefitted from support of three new external trustees and this has helped energise Sulets and drive the operation forward in a number of ways including increased regularity of Board meetings.

Finally, this year we said goodbye to Penni Robson, Tim Matthews and Danielle Gillett who left us earlier this year. We wish them all well and would like to express our thanks for their support and contribution to Sulets during their tenure.

Developing our own housing offer

The management of the charity have long held the view that the sustainability of the charity will be built on us becoming a landlord in our own right. From both a financial and quality standard, we believe that we can grow the charity and offer the best accommodation where we own and manage buildings ourselves and this view is supported by the consistent evidence we have seen in our tenant surveys.

This year we have created an investment subgroup and have made multiple offers to purchase student accommodation assets in Leicester. The plan is that at least initially, the properties will be operating HMOs as this is an area that we understand well.

We are pleased to announce that at the time of writing, we have completed the purchase on our first property at College Avenue, Leicester. The house is located in a key lettings area, and we already manage properties in the street so we are confident that the house will be popular with students. The property is in a pretty conservation zone and whilst it is in a good overall condition, we have assigned a conservative budget for modernisation and compliance works. The purchase took place outside of the financial year but is a significant post-audit event so is reported here for completeness. We are excited about our first purchase, and this will be a growing area of the business.

FINANCIAL REVIEW

Reserves Policy

.The general reserve policy as detailed below is to cover trading activity and to cover redundancy costs in the event that we needed to wind the business down. Money held in excess of this, is held to build an investment fund which is being developed to support Sulets long term strategic goals.

This year the Board reviewed our reserves policy and decided to reduce the amount held in reserves from 6 months operational costs + redundancy payments down to 4 months as it was felt to be in excess of what was required. This has resulted in an increase into our investment fund.

The Trustee Board has approved a reserves policy for Sulets to:

- provide financial stability to enable Sulets to continue to achieve its objectives during challenging trading periods. This will enable Sulets to cover short term fluctuations in income and cash flow.
- allow Sulets to take advantage of strategic development opportunities and plan for growth.
- enable Sulets to make provision for any staff redundancies and closure costs on any dissolving of the Charity.

The reserves policy covers:

- 4 months operating costs + an additional fund to cover redundancy costs for all staff (general reserve) + a designated fund for investment.
- Operating costs being defined as payroll costs plus direct purchases.
- Redundancy costs being the statutory level for all staff employed.

This currently equates to approximately £228,000.

Total free reserves at the year end stood at £1,482,776 (2020: £1,296,027).

Going Concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

MATERIAL INVESTMENTS POLICY

Currently Sulets does not have any external investments.

RISK MANAGEMENT

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

A risk register has been established and it is formally reviewed once every 12 months by the Trustee Board.

The principal risks and uncertainties we face are considered regularly and in line with good governance. We have a range of mitigating strategies and controls in place which are reviewed and tested on a regular basis.

SENIOR STAFF REMUNERATION

The CEO's role is reviewed a by a Remuneration Committee. This committee was established in October 2016 to set the pay and conditions of the CEO. The Committee reports to the Trustee Board on an annual basis and this information is used to set the terms and conditions of the post. The CEO and rest of the senior team were all subject to the same, staff-wide pay review by Hays earlier this year.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2021

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102)
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of information to auditor

The Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- that Trustees have taken all the steps that ought to have been taken as Trustees in order to be aware of any information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

Auditor

The auditors, Crowe U.K. LLP, have indicated their willingness to continue in office.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2021

Approved by order of the members of the board of Trustees on

and signed on their behalf by:



25/10/21.

Dr Paul Groves
Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STUDENT UNION LETTINGS LIMITED

Opinion

We have audited the financial statements of Student Union Lettings Limited (the 'charitable company') for the year ended 30 June 2021 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STUDENT UNION LETTINGS LIMITED (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STUDENT UNION LETTINGS LIMITED (CONTINUED)

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The key laws and regulations we considered in this context were CQC regulations, General Data Protection Regulation, health and safety legislation and employee legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing and completeness of income recognition and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and those charged with governance about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, sample testing on income recognition, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Helen Drew (Senior statutory auditor)
for and on behalf of
Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

Date: 26 October 2021

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 30 JUNE 2021

	Note	Unrestricted funds 2021 £	Total funds 2021 £	*Total funds 2020 £*
Income from:				
Donations and grants	4	**10,083**	**10,083**	*6,002*
Charitable activities	5	**1,898,036**	**1,898,036**	*1,700,165*
Other income	6	**4,365**	**4,365**	*16,482*
Total income		**1,912,484**	**1,912,484**	*1,722,649*
Expenditure on:				
Charitable activities	7	**1,705,926**	**1,705,926**	*1,549,718*
Total expenditure		**1,705,926**	**1,705,926**	*1,549,718*
Net movement in funds		**206,558**	**206,558**	*172,931*
Reconciliation of funds:				
Total funds brought forward		**1,303,347**	**1,303,347**	*1,130,416*
Net movement in funds		**206,558**	**206,558**	*172,931*
Total funds carried forward		**1,509,905**	**1,509,905**	*1,303,347*

The notes on pages 19 to 32 form part of these financial statements.

STUDENT UNION LETTINGS LIMITED

(A company limited by guarantee)
REGISTERED NUMBER: 08140750

BALANCE SHEET
AS AT 30 JUNE 2021

	Note		2021 £		*2020 £*
Fixed assets					
Intangible assets	12		**12,784**		*1,118*
Tangible assets	13		**14,345**		*6,202*
			27,129		*7,320*
Current assets					
Debtors	14	**11,126**		*23,648*	
Cash at bank and in hand		**1,643,774**		*1,379,876*	
		1,654,900		*1,403,524*	
Creditors: amounts falling due within one year	15	**(172,124)**		*(107,497)*	
Net current assets			**1,482,776**		*1,296,027*
Total net assets			**1,509,905**		*1,303,347*
Unrestricted funds	16		**1,509,905**		*1,303,347*
Total funds			**1,509,905**		*1,303,347*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 25/10/21.
and signed on their behalf by:

Dr Paul Groves

The notes on pages 19 to 32 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2021

	Note	2021 £	*2020 £*
Cash flows from operating activities			
Net cash used in operating activities	18	**291,696**	*144,106*
Purchase of intangible assets		**(15,600)**	-
Purchase of tangible fixed assets		**(12,198)**	-
Net cash (used in)/provided by investing activities		**(27,798)**	-
Change in cash and cash equivalents in the year		**263,898**	**144,106**
Cash and cash equivalents at the beginning of the year		**1,379,876**	*1,235,770*
Cash and cash equivalents at the end of the year	19	**1,643,774**	*1,379,876*

The notes on pages 19 to 32 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

1. General information

The charitable company is incorporated and registered with the Charity Commission in England and Wales, registered number 1149922. The company registration number is 08140750. The principal office is First Floor Campus Centre Building, Mill Lane, Leicester, Leicestershire, LE2 7DR.

The company is limited by guarantee. The members of the company are De Montfort University Students' Union Limited and University of Leicester Students' Union Trading Limited. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

Sulets principal activity is the provision of accommodation for students based at De Montfort University and the University of Leicester.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Student Union Lettings Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

As stated in the Trustee's Report, the Trustees believe there are no material uncertainties that call into doubt the charitable company's ability to continue as a going concern and the accounts have therefore been prepared on the basis that the charitable company is a going concern.

2.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

2. Accounting policies (continued)

2.4 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

2.6 Intangible assets and amortisation

Intangible assets relate to website development costs and computer software, which are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following bases:

Website	-	33% straight line
Computer software	-	25% straight line

2. Accounting policies (continued)

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Fixtures and fittings	- 25% straight line
Computer equipment	- 25% straight line

2.8 Financial instruments

The company only enters into basic financial instruments that result in the recognition of financial assets and liabilities such as trade and other debtors and creditors.

Debtors

Short term debtors are measured at transaction price, less any impairment.

Creditors

Short term creditors are measured at the transaction price. Other financial liabilities are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.9 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

There are no significant judgments or estimates having a material effect on the financial statements.

4. Income from donations and grants

	Unrestricted funds 2021 £	Total funds 2021 £	*Total funds 2020 £*
Government grants	10,083	**10,083**	*6,002*
Total 2020	*6,002*	*6,002*	

The group has been eligible to claim additional funding in the year to 30 June 2021 from the furlough support scheme provided by the government in response to the coronavirus outbreak (CJRS) whereby the company furloughed staff. The funding received of £10,083 (2020: £6,002) relates to staff costs included in note 10.

5. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £	*Total funds 2020 £*
Commissions receivable	574,081	**574,081**	*622,266*
Rentals receivable	1,323,955	**1,323,955**	*1,077,899*
	1,898,036	**1,898,036**	*1,700,165*
Total 2020	*1,700,165*	*1,700,165*	

6. Other incoming resources

	Unrestricted funds 2021 £	Total funds 2021 £	*Total funds 2020 £*
Other income	4,365	**4,365**	*16,482*
Total 2020	*16,482*	*16,482*	

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2021 £	Total funds 2021 £	*Total funds 2020 £*
Rental and commissions	1,705,926	**1,705,926**	*1,549,718*
Total 2020	*1,549,718*	*1,549,718*	

Summary by expenditure type

	Staff costs 2021 £	Depreciation 2021 £	Other costs 2021 £	Total funds 2021 £	*Total funds 2020 £*
Rental and commissions	397,065	7,989	1,300,872	**1,705,926**	*1,549,718*
Total 2020	*400,639*	*10,092*	*1,138,987*	*1,549,718*	

8. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £	*Total funds 2020 £*
Rental and commissions	1,516,470	189,456	**1,705,926**	*1,549,718*
Total 2020	*1,366,148*	*183,570*	*1,549,718*	

8. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2021 £	*Total funds 2020 £*
Staff costs	**-**	*3,691*
Depreciation and amortisation	**7,989**	*10,092*
Rent	**20,000**	*15,750*
Printing, postage and stationery	**1,328**	*1,561*
Travel	**293**	*806*
Advertising and marketing	**48,836**	*47,605*
Legal and professional	**23,203**	*16,817*
Software subscription	**32,885**	*19,891*
Repairs and renewals	**3,119**	*3,037*
Bank charges	**2,695**	*3,526*
Credit card charges	**10,025**	*7,615*
Sundry expenses	**12,481**	*32,077*
Finance, Human Resources and Marketing	**20,000**	*15,000*
Governance costs	**6,602**	*6,102*
	189,456	*183,570*

9. Auditor's remuneration

The auditor's remuneration amounts to an auditor fee of £5,715 *(2020 - £5,715)*, and other services amounting to of £500 (*2020 - £1,150*).

10. Staff costs

	2021 £	*2020* *£*
Wages and salaries	**352,424**	*356,080*
Social security costs	**30,201**	*30,645*
Contribution to defined contribution pension schemes	**14,440**	*13,914*
	397,065	*400,639*

The average number of persons employed by the Company during the year was as follows:

	2021 No.	*2020* *No.*
Administration	**12**	*11*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021 No.	*2020* *No.*
In the band £70,001 - £80,000	**-**	*1*
In the band £80,001 - £90,000	**1**	*-*

Key management personnel are considered to be anyone who has authority and responsibility for planning, directing and controlling the activities of the company. During the year, key management personnel received remuneration of £90,571 (2020: £84,630), including employers' National Insurance and employers' pension contributions.

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2020 - £NIL)*.

During the year ended 30 June 2021, no Trustee expenses have been incurred *(2020 - £NIL)*.

12. Intangible assets

	Website and software £
Cost	
At 1 July 2020	**23,668**
Additions	**15,600**
At 30 June 2021	**39,268**
Amortisation	
At 1 July 2020	**22,550**
Charge for the year	**3,934**
At 30 June 2021	**26,484**
Net book value	
At 30 June 2021	**12,784**
At 30 June 2020	*1,118*

13. Tangible fixed assets

	Fixtures and fittings £
Cost or valuation	
At 1 July 2020	**19,925**
Additions	**12,198**
At 30 June 2021	**32,123**
Depreciation	
At 1 July 2020	**13,723**
Charge for the year	**4,055**
At 30 June 2021	**17,778**
Net book value	
At 30 June 2021	**14,345**
At 30 June 2020	*6,202*

14. Debtors

	2021 £	*2020 £*
Trade debtors	**6,928**	*6,450*
Other debtors	**-**	*4,350*
Prepayments and accrued income	**4,198**	*12,848*
	11,126	*23,648*

15. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	**70,612**	*5,846*
Other taxation and social security	**18,105**	*26,365*
Accruals and deferred income	**83,407**	*75,286*
	172,124	*107,497*

	2021 £	2020 £
Deferred income		
Deferred income at 1 July 2020	**24,448**	*24,256*
Resources deferred during the year	**19,756**	*24,448*
Amounts released from previous periods	**(24,448)**	*(24,256)*
	19,756	*24,448*

Deferred income represents rent and associated income received in advance.

The Company holds funds as intermediary on behalf of landlords and tenants. These amount to £259,986 (2020: £328,770) at the year end date and are not included as assets or liabilities of the Company in line with the SORP recommended treatment.

16. Statement of funds

Statement of funds - current year

	Balance at 1 July 2020 £	Income £	Expenditure £	Balance at 30 June 2021 £
Unrestricted funds				
General Funds	**1,303,347**	**1,912,484**	**(1,705,926)**	**1,509,905**

Statement of funds - prior year

	Balance at 1 July 2019 £	*Income £*	*Expenditure £*	*Balance at 30 June 2020 £*
Unrestricted funds				
General Funds	*1,130,416*	*1,722,649*	*(1,549,718)*	*1,303,347*

17. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	14,345	**14,345**
Intangible fixed assets	12,784	**12,784**
Current assets	1,654,900	**1,654,900**
Creditors due within one year	(172,124)	**(172,124)**
Total	1,509,905	**1,509,905**

17. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	*Total funds 2020* £
Tangible fixed assets	*6,202*	*6,202*
Intangible fixed assets	*1,118*	*1,118*
Current assets	*1,403,524*	*1,403,524*
Creditors due within one year	*(107,497)*	*(107,497)*
Total	*1,303,347*	*1,303,347*

18. Reconciliation of net movement in funds to net cash flow from operating activities

	2021 £	*2020* £
Net income for the year (as per Statement of Financial Activities)	**206,558**	*172,931*
Adjustments for:		
Depreciation charges	**4,055**	*1,348*
Amortisation charges	**3,934**	*8,744*
Decrease/(increase) in debtors	**12,522**	*(4,592)*
Increase/(decrease) in creditors	**64,627**	*(34,325)*
Net cash provided by operating activities	**291,696**	*144,106*

19. Analysis of cash and cash equivalents

	2021 £	*2020* £
Cash in hand	**1,643,774**	*1,379,876*

20. Analysis of changes in net debt

	At 1 July 2020	Cash flows	At 30 June 2021
	£	£	£
Cash at bank and in hand	**1,379,876**	**263,898**	**1,643,774**
	1,379,876	**263,898**	**1,643,774**

21. Pension commitments

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. There were no contributions payable to the fund at the balance sheet date (2020: £nil).

22. Operating lease commitments

At 30 June 2021 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021	*2020*
	£	*£*
Not later than 1 year	**574,054**	*930,748*

During the year lease payments have been recognised as an expense in the Statement of financial activities for £914,347 (2020: £790,796).

The properties above are sub-let to students.

At 30 June 2021 the total of the Company's future minimum lease receipts under non-cancellable operating leases were:

	2021	*2020*
	£	*£*
Within 1 year	**862,752**	*1,384,896*

23. Related party transactions

The Company has received finance, HR and the use of office space from De Montfort Students Union during the year at a cost of £20,000 (2020: £15,000). The Company also paid £10,000 (2020: £7,500) in advertising and £335 (2020: £2,279) in sundry expenses to De Montfort Students Union. At the year end £Nil (2020: £Nil) remained outstanding.

Office space has also been rented from The University of Leicester Students' Union at a cost of £Nil (2020: £750). The Company also paid £10,000 (2020: £7,500) for advertising expenses to The University of Leicester Students' Union. At the year end £Nil (2020: £Nil) remained outstanding.

The Company employed ACM Ltd to perform a security accreditation and certification of their IT system at a cost of £Nil (2020: £1,700), one of the Director's of this company is a Trustee of Student Union Lettings Limited. At the year end £Nil (2020: £Nil) remained outstanding.