

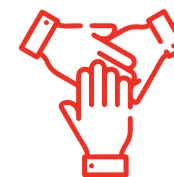


**SAL**

SCOTTISH  
ASSOCIATION  
OF LANDLORDS

**Interim  
strategy report  
2024-2025**

One housing system  
Part of the solution  
Renting as a choice



**Unite**

# Our strategic themes

At the heart of our strategy for 2024 – 2029 are three strategic themes. Performance indicators will be measured and monitored on a regular basis.

The three themes are:



For each theme a sub-group of staff and members has been created and objectives for 2024-2025 have been set.

Each sub-group meets a few times over the course of each year.

This document looks at the progress that has been made with the Unite theme, outlining the **objectives set for 2024-2025** and shows the progress we have made so far.

## Unite

### Working together

Our strategy spans 5 years and includes the following objectives. Each year we will set out our targeted objectives and produce interim reports on progress.

#### Well-managed homes

We are working towards:

- A consumer focused private rented sector (PRS) that functions well as part of one housing system
- A safe, legal, and appropriately regulated sector

#### Well-maintained homes

We want to achieve:

- Safe and legally compliant homes
- Common standards across the entire rented sector
- The PRS being seen as a positive neighbour
- Landlords undertaking proactive maintenance and upgrading work to create and maintain comfortable homes
- Landlords working proactively in conjunction with other owners to undertake common repairs and maintenance
- Homes that are energy efficient and fit for a modern age
- Proactive empty home management

#### Sustainable for all

We want to achieve:

- Affordable homes for everyone
- Stable rents which cover landlords' outgoings and risk
- Accessible homes that meet the demands of an ageing population
- Sustainable landlord and agent businesses
- The PRS being seen as an attractive form of investment to create much needed homes
- A stable volume of properties in the sector where supply and demand are well matched and empty homes avoided
- Fair legislation which does not act as a barrier or disincentive to investment
- Low cost, quick and accessible access to justice to resolve disputes
- A benefits system which ensures that public money provided to cover housing costs is used for that purpose and allows those who need financial support to secure and sustain tenancies



# Why is this strategic theme important?

Representing our members and being recognised as the voice of letting is central to our mission to support and enable landlords and letting agents to provide the best homes. Creating homes for all relies on investing in, informing, and educating the housing sector.

Our lobbying work will focus on representing the interests of our members and making sure that our voice is heard by our policymakers.

Our online and social media presence will be enhanced to promote our vision of one housing system and our campaigning will respond to the Scottish Government's vision for housing 2040.

# 2024 2025 objectives

- ▶ **Well-managed homes**
  - A safe, legal, and appropriately regulated sector
- ▶ **Well-maintained homes**
  - Landlords working proactively in conjunction with other owners to undertake common repairs and maintenance
  - Homes that are energy efficient and fit for a modern age
  - Proactive empty home management
- ▶ **Sustainable for all**
  - Low cost, quick and accessible access to justice to resolve disputes
  - Accessible homes that meet the demands of an ageing population

# Objective 1

WELL-MANAGED HOMES:

- A SAFE, LEGAL, AND APPROPRIATELY REGULATED SECTOR

## Key performance indicators:

- Working more proactively with local authorities to enforce the current registration scheme and tackle the un-registered landlords and agents. Facilitating their ability to make landlords and agents aware of changes in legislation and ensure compliance at point of registration with links to pages managed by Landlord Accreditation Scotland (LAS)
- Educate and inform more landlords and agents by widening our audience beyond SAL members through social media and external organisations
- Promote and facilitate safety and compliance within member properties

## Outcomes

**Local authority engagement** – We strengthened relationships with local authorities by providing articles for **Falkirk Council** and **Argyll & Bute** newsletters, attending and presenting at landlord forums in **Falkirk** and **East Renfrewshire**, and featuring local authority initiatives in **Landlord Focus** magazine. We also delivered an energy efficiency session at **South Lanarkshire's** online landlord event.

**LAS collaboration** - LAS worked with South Lanarkshire Council's property leasing scheme to identify landlords with available properties. To apply, landlords must be registered with LAS.

### National engagement

SAL attended the National Forum for Landlord Registration in Scotland, where lead officers from teams across the country gathered to share best practice.

### Encouraging local authority attendance at Scottish Letting Day

We offered reduced delegate rates for local authority staff at **Scottish Letting Day 2024** and expanded this in 2025 to include one free place per local authority partnering with LAS.

### Working with external organisations to widen our audience

We collaborated with **SELECT**, who now direct advice queries to SAL and included SAL input in their Energy Safety First landlord guidance document. SAL also joined a sector-wide letter to government regarding the local housing allowance freeze, alongside **CIH**, **Crisis**, and **NRLA**. The letter was published in the media and shared on our social media platforms.

### Membership promotion

The SAL membership leaflet was redesigned and distributed to **Citizens Advice Bureaux** for sharing with landlords using their services.

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## Outcomes

### Tracking new member engagement

New fields were added to the membership checkout screen to capture which new members had heard about SAL as a result of our links with external organisations. Monthly reports are provided to the SAL board to track engagement and inform strategy.

### Promoting safety in rental properties

IKEA reinstated in-person breakfast meetings for members in Edinburgh and Glasgow, focusing on safety and compliance. These sessions included training delivered by our advice team. IKEA exhibited at Scottish Letting Day 2024 and 2025 and now advertises on our website. A new partnership portal offers SAL members up to 10% discount on IKEA items online, currently in a trial phase with plans for a rebate to SAL in the future.

### Annual health check resource

The policy team created an annual health check document, available for download from the resources section of our website. It includes links to the LAS website for members seeking further training on specific areas.

### Expanding reach through social media

We partnered with a social media company to enhance community engagement and broaden our audience. Five posts per week are scheduled, including news items, helpdesk questions, **Landlord Focus** articles, team profiles, and community engagement content. Staff are encouraged to like, share, and repost to maximise visibility.

# Objective 2 ▶

## WELL-MAINTAINED HOMES:

- LANDLORDS WORKING PROACTIVELY IN CONJUNCTION WITH OTHER OWNERS TO UNDERTAKE COMMON REPAIRS AND MAINTENANCE
- HOMES THAT ARE ENERGY EFFICIENT AND FIT FOR A MODERN AGE
- PROACTIVE EMPTY HOME MANAGEMENT

### Key performance indicators:

- Develop a focus group of members to feed into the Scottish Government working group on tenement maintenance and management
- Create more member engagement opportunities to discuss energy efficiency standard changes and how these can be implemented by landlords and agents
- Create more member engagement opportunities to share experiences and continue to support the Scottish Empty Homes Partnership

## Outcomes

### Tenement maintenance and management

A focus group of landlords owning tenement properties was established to discuss common repairs and proposed owners' associations, with SAL facilitating the group and reporting insights to inform future strategy.

### Key points from the tenement maintenance focus group:

- Lobby for an improved mechanism to locate owners in tenement buildings.
- Introduce mandatory owners' associations for tenements or appoint a factor.
- Make sinking funds mandatory for all tenement buildings.
- Ensure robust enforcement of payment for agreed works.
- Require mandatory annual inspections and survey reports, at least for roofs and gutters.
- Make it easier to open interest bearing bank accounts for owners' associations (e.g., via credit unions).
- Ensure any new legislation is practical and easily enforced.
- Encourage local authorities to be more proactive and engaging with owners willing to carry out repairs.
- Ask solicitors to ensure clients are aware of their responsibilities at the point of purchase.

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## Outcomes

### Scottish Housing Day 2025

The theme was "Everyone needs good neighbours." SAL supported the campaign through social media and an article on the topic.

### Under One Roof collaboration

We held a *SALTalks* event with Under One Roof on retrofit for tenement properties; the video is available in the *SALTalks* library. **Under One Roof** had a stand in the charity hub at **Scottish Letting Days 2024 and 2025** and delivered a session on the day.

### Energy efficiency

We covered new energy efficiency standards in **Landlord Focus**,

delivered energy efficiency sessions at **Scottish Letting Days 2024 and 2025**, and recorded a *SALTalks* session now available in the *SALTalks* library on the SAL website. An online energy efficiency session was also delivered at the **Retrofit Summit** in Glasgow.

### Empty homes

We hosted a *SALTalks* event with the **Scottish Empty Homes Partnership**, including a member case study; the recorded session is available in the *SALTalks* library. We featured an empty homes article and case study in **Landlord Focus**, and the partnership exhibited in the charity hub at **Scottish Letting Day 2024**.

# Objective 3

## SUSTAINABLE FOR ALL:

- LOW COST, QUICK AND ACCESSIBLE ACCESS TO JUSTICE TO RESOLVE DISPUTES
- ACCESSIBLE HOMES THAT MEET THE DEMANDS OF AN AGEING POPULATION

### Key performance indicators:

- Facilitate a review of the First-tier Tribunal (FTT) system using member experience and service-user experience
- Create a focus group to gather member experience and highlight member awareness of supporting an aging population.

## Outcomes

### First tier Tribunal

Using collated statistics, we lobbied the Scottish Government to speed up tribunal processes. A member focus group was convened to discuss FTT experience and inform SAL's strategy. SAL facilitated the group.

### Key points from the FTT focus group:

- The FTT is not fit for purpose and needs a comprehensive overhaul; it should be faster and fairer than the Sheriff Court system.
- Antisocial behaviour cases are in the public interest and should be accelerated.
- Enable more user feedback across jurisdictions, including tenants.
- Determine straightforward cases on paper after allowing a tenant response, avoiding CMDs/hearings where unnecessary; these near certain outcomes currently clog the system and delay complex cases.
- The most common case drivers are landlord sales and rent arrears.
- Consider legislative changes for longer notice periods where a landlord intends to sell (e.g., six months) and reintroduce a mandatory ground. Explore a bond at notice issue, repayable on sale completion (to deter false grounds), with tenant payment if the sale does not proceed, and landlord registration penalties for abuse.

### FTT training

LAS developed dedicated training on FTT application forms and delivered a session at **Scottish Letting Day 2025** to address initial paperwork issues caused by ambiguous questions.

### Ageing population

We hosted a **SALTalks** event with an expert speaker on ageing renters (available in the **SALTalks** library), featured an article in **Landlord Focus**, and delivered an information session at **Scottish Letting Day 2024**. A member focus group was created to continue discussion and provide a sounding board; SAL facilitated the group. We also worked with our social media partner to raise awareness of charities supporting older renters. **Scottish Housing Day 2024** focused on "Homes for Life," which SAL supported by hosting an online event recorded for the **SALTalks** library.

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## Outcomes

### Key points from the ageing population focus group:

- Create a checklist of considerations for adaptations and renovations; this extends the current SAL factsheet on disability adaptations (updated and uploaded April 2025).
- Add an "emergency contact check" to SAL's annual checklist; this has been included in the annual health check for private rented properties (SAL resources).
- Explore an additional term in the **SAL PRT** for tenants with "additional support needs."
- Continue the focus group to act as a sounding board for future developments and ideas.

### Sector engagement

SAL presented at **Edinburgh Council's Accessible Homes conference** on this work and promoted the updated factsheet.

### Research collaboration

SAL contributed to the **Intersectional Stigma of Place based Ageing (ISPA)** project, What's next for adaptations?, funded by the **Economic and Social Research Council (ESRC)**. The project is a collaboration between the universities of **Stirling, St Andrews, Newcastle, and Bristol**, with several third sector partners.

# Further key performance indicators that align with Unite

REPRESENTING MEMBERS AND AMPLIFYING THEIR VOICE.

**Policy influence score: number of policy submissions, consultations responded to, or legislative changes influenced.**

From February 2024 to December 2025 the total number of policy submissions and consultation responses is 11 and we held an online Housing Bill consultation event where 128 members booked to attend.

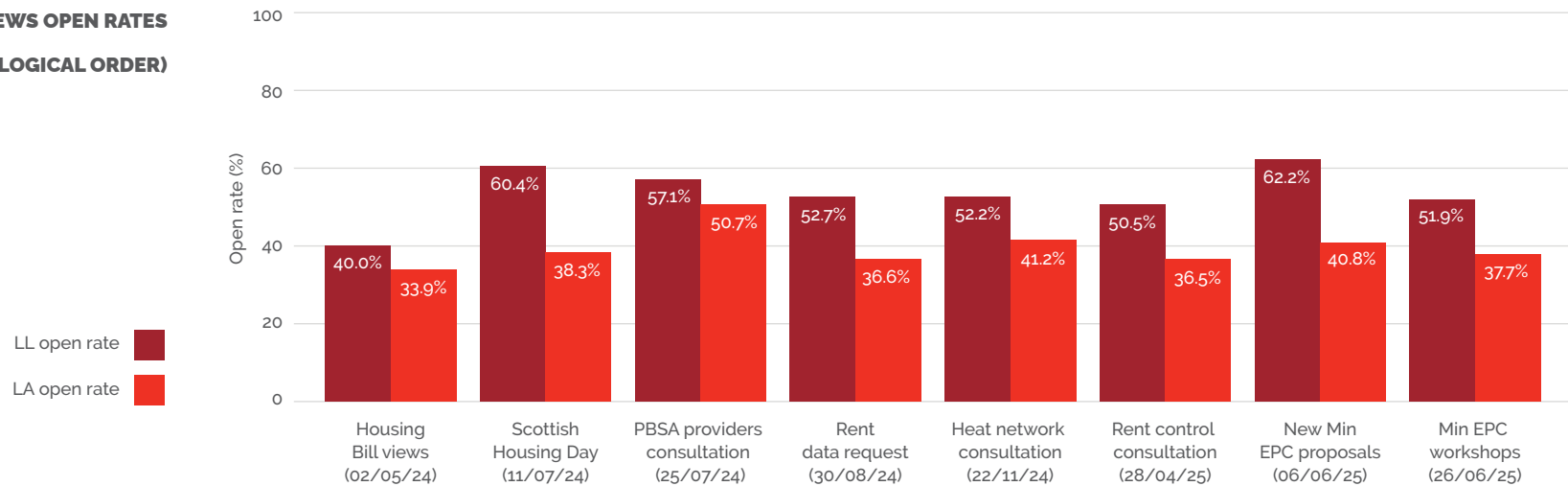
**Media presence: number of media mentions or published opinion pieces representing SAL's stance.**

Media mentions from Feb 2024 to end of August 2025 – 84 which includes 9 specific opinion pieces with a further 17 mentions from 01/9/25 onwards.

**Stakeholder engagements: number of meetings with government officials or housing stakeholders.**

82 meetings attended by our policy manager Caroline Elgar and 103 meetings attended by our chief executive John Blackwood.

**CAMPAIGN ENEWS OPEN RATES**  
(CHRONOLOGICAL ORDER)





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[www.scottishlandlords.com](http://www.scottishlandlords.com)