



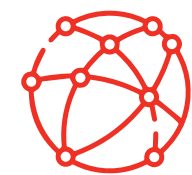
SAL

SCOTTISH
ASSOCIATION
OF LANDLORDS

Interim strategy report

2024-2025

One housing system
Part of the solution
Renting as a choice



Strengthen



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:



Connect



Unite



Strengthen

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 Strengthen theme, outlining the **objectives set for 2024-2025** and shows the progress we have made so far.

Strengthen

Sustain and grow

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.

Growth

- Increase membership to generate income to be a stronger voice in the industry
- Invest in providing professional support to members

Research and education

- Invest in research to identify opportunities in emerging markets
- Continue to focus on market and industry intelligence to give credibility to our mission
- Invest in and encourage members to be accredited with LAS and ensure they are well informed
- Promote professionalism within the sector as we strive to provide the best rented homes

Innovate

- Explore additional opportunities to generate income to support a growing organisation and our campaigning work
- Continue to drive efficiency throughout the organisation to best serve the needs of members
- Explore new opportunities to best utilise the experience of SAL to generate additional income



Why is this strategic theme important?

**2024
2025
objectives**

As an organisation we must ensure that we can continue to support our members by investing in our service and securing our future for the next 20 years.

- ✔ Look at ways to increase membership to be a stronger voice in the industry
- ✔ Invest in and encourage members to be accredited with Landlord Accreditation Scotland (LAS) and ensure they are well informed
- ✔ Promote professionalism within the sector as we strive to provide the best rented homes
- ✔ Explore new opportunities to best utilise the experience of SAL to generate additional income

Objective 1

▶ LOOK AT WAYS TO INCREASE MEMBERSHIP TO BE A STRONGER VOICE IN THE INDUSTRY

Key performance indicators:

- Develop a social media strategy to improve engagement with the wider private rented sector (PRS) and stakeholders to promote professionalism and encourage membership
- Develop a referral scheme to encourage existing members to promote membership through their own networks and investigate ways to advertise to the wider PRS via various touch points including local and national advertising options

Outcomes

Social media engagement

SAL is working with a social media company to strengthen engagement with the wider PRS. This includes regular posting across multiple platforms, with content created by the social media company and approved by our team.

Scottish Letting Day promotion

Social media content was created for all aspects of conference attendance, including speakers, exhibitors, sponsors, and delegates. Attendees were encouraged to share this content on their own channels, amplifying reach and visibility.

Advertising and partnerships

SAL established a reciprocal advertising agreement with **Auction House Scotland**, running for six months. To reach a broader audience, we are exploring attendance at more in-person events through local authorities, **Citizens Advice Scotland**, and property investment groups.

We have introduced a reciprocal arrangement with **Citizens Advice Bureaux**, offering free SAL membership to branches that actively promote SAL. This is currently in place with **Clackmannanshire CAB**, who have received assistance on landlord documentation and access to all online landlord resources on the SAL website.

Through the **SAL podcast**, we have partnered with property investment groups, including a reciprocal deal with **TIW Property Network**, to attract new members.

SAL podcast

The new **SAL podcast**, launched at **Scottish Letting Day 2024**, is now produced monthly and available on all major podcast platforms, providing another channel to engage with the wider PRS and promote membership.

Objective 2

▶ INVEST IN AND ENCOURAGE MEMBERS TO BE ACCREDITED WITH LAS AND ENSURE THEY ARE WELL INFORMED

Key performance indicators:

- Promote examples of members benefitting from accreditation and training, demonstrating professionalism
- Develop promotional material about the benefits to instil confidence in landlord practices

Outcomes

Members and accreditation

We featured membership stories in **Landlord Focus** to highlight accreditation and the positive impact it has had on members, showcasing professionalism and best practice.

Promoting LAS

We strengthened our social media approach, with increased input into post creation and weekly content planning. Accreditation is now discussed during new member welcome calls, and LAS information is sent to members after joining.

Identifying training needs

Training requirements are identified through advice enquiries, ensuring members receive tailored support and guidance to maintain compliance and professional standards.

Objective 3

PROMOTE PROFESSIONALISM WITHIN THE SECTOR AS WE STRIVE TO PROVIDE THE BEST RENTED HOMES

Key performance indicators:

- Look at ways to promote professionalism within the sector through social media and wider audiences

Outcomes

Social media engagement

We partnered with a social media company to create posts across multiple platforms, focusing on content that includes other trade bodies and helps change the narrative around landlords. **LAS** contributes ideas for posts to ensure alignment with sector priorities.

SAL member logos

We encouraged members to use the SAL member logo to demonstrate professionalism and credibility. A feature in **e-news** promoted logo use on websites, email signatures, and other communications.

Member good news stories

We collected and shared positive member stories through **e-news**, social media, **Landlord Focus**, and the SAL website, highlighting best practice and reinforcing the value of professionalism in the sector.

Objective 4

EXPLORE NEW OPPORTUNITIES TO BEST UTILISE THE EXPERIENCE OF SAL TO GENERATE ADDITIONAL INCOME

Key performance indicators:

- Investigate ways to develop an online and/or hard copy annual publication that is chargeable and available to the general public
- Further develop our business-to-business partnerships to increase revenue

Outcomes

Business-to-business partnerships

We have expanded our partnerships to create new revenue streams and member benefits. Recent agreements include website advertising with **Contract Heating, Taxfix, and Aspray**, all offering initiatives for SAL members.

A multi-strand advertising arrangement was established with **UniHomes**, and discussions are ongoing for rebate-based collaborations and sponsorship opportunities with **Hamilton Fraser Insurance and Alan Boswell Insurance**.

New partnerships have also been secured with **Dunelm, Currys, IKEA, Portolio, and Hammock**. Currys and IKEA are currently in a trial phase, with plans to introduce rebate or commission agreements next year to further strengthen SAL's financial sustainability.

Further key performance indicators that align with Strengthen

BUILDING CAPACITY, FINANCIAL RESOURCES, KNOWLEDGE, AND STANDARDS ACROSS THE PRS.

Compliance support requests: number of members supported with regulatory or legal queries.

Our advice helpline is available to members Monday-Friday 9.00am to 5.00pm and responds to all regulatory and legal queries. The advice team have dealt with **31,068** advice queries in the period **February 2024 to December 2025**.

Best practice adoption via training delivered by Landlord Accreditation Scotland.

A total of **150 training courses** were delivered in 2024–2025, providing **3,631 training places**. Of these, **3,324** attendees were letting agents and **307** were landlords.

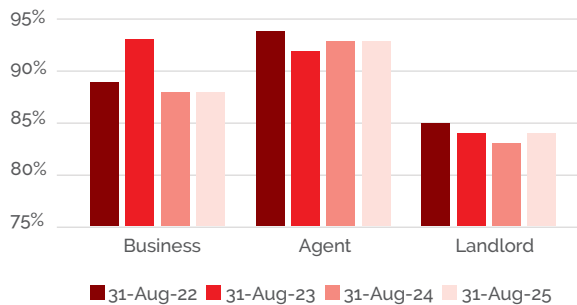
Retention rate: % of members renewing their membership year over year

Retention rates have remained consistently strong across all membership categories over the past four years.

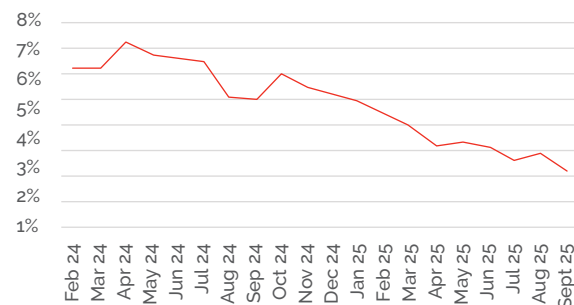
This graph plots growth rate from Feb 24 to Sept 25 - reflecting the wider industry picture.

Growth in financial resource: growth in reserves, membership income, business-to-business partnerships etc.

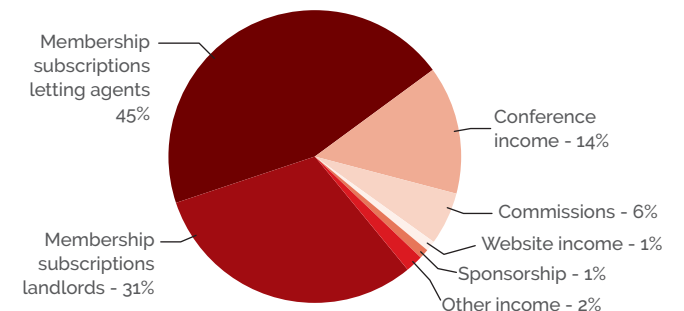
Annual membership retention rates



Percentage growth from previous 12 months (total membership)



SAL income 2025





SAL

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