

# ANNUAL REVIEW

2022/23





# TDS AT A GLANCE

**UK's leading**  
TENANCY DEPOSIT PROTECTION  
& RESOLUTION SERVICE PROVIDER

**£22M**  
REVENUE

**1.8M**  
depositS PROTECTED

**£2.175BN**  
value of deposits

BACKED BY:

propertymark

**NRLA**  
NATIONAL RESIDENTIAL  
LANDLORDS ASSOCIATION

**RICS**

**CUSTOMER  
FOCUSED  
ORGANISATION**



**200**  
DIRECT  
EMPLOYEES

Resolution services:

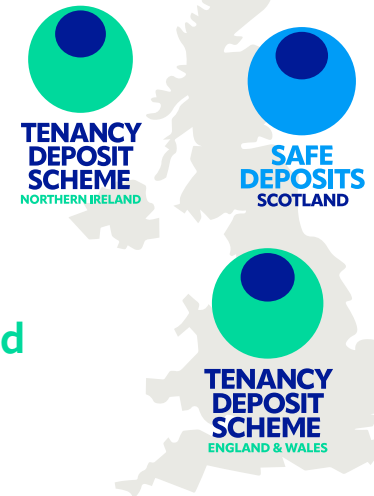


NEW HOMES  
OMBUDSMAN  
SERVICE

**UKWIDE  
BUSINESS**

**3 LOCATIONS**

- 1 hemel hempstead
- 2 glasgow
- 3 belfast



**▲ RAISING ▲  
STANDARDS  
IN THE PRIVATE  
RENTED SECTOR**

Government approved



**£2M**  
AWARDED OVER  
**6 YEARS**



# TDS INDUSTRY LEADING PARTNERS

## CRM PLATFORM INTEGRATIONS

(MAKING DEPOSIT MANAGEMENT EASY)

goodlord

mri  
REAL ESTATE SOFTWARE

acquaint  
CRM

YARDI

yorlet

Dwellant  
Building Intelligence

...and many more

## PRODUCTS & SERVICES

(MAKING RENTING EASY)

0 ZERO DEPOSIT.COM

Leading deposit free renting platform

THE DEPOSITARY  
COMPLIANCE MADE EASY. FULL STOP

Improving the end of tenancy experience

Inventory Hive™  
Partners in protecting tenants & landlords

Leading provider of inventory software

OPENBRIX

A tenant lifecycle app taking the stress out of renting

## TECHNOLOGY

(MAKING CUSTOMER RELATIONSHIP MANAGEMENT EASY)

salesforce

The world's #1 CRM

espire™  
THE ABILITY TO DREAM. THE WILL TO DO

CRM Integration partner

VONAGE

Communications partner

Making life easier >



# CHAIR'S FOREWORD



**Martin Partington**  
Chair of the Board

**The last year has seen a period of exciting new developments across the TDS Group as we pursue our purpose of making life easier for our customers, raising standards in the private rented sector and striving to resolve disputes more effectively.**

On Growth we have continued to increase the number of deposits we protect across the UK and have invested in significant improvements to our website and processes. We have made investments in both Inventory Hive and OpenBrix as well as continuing our partnerships with Zero Deposit and the Depositary.

In relation to Inspire we have built on our #3 position in the **Best 100 Not for profit companies to work for** and secured a 93% rating from our staff who say they are proud to work for TDS.

On Transform we are continuing to implement our Salesforce transformation program with a number of solutions now on Salesforce (Zero Deposit, NHOS, Safe Deposits and TDS Insured disputes). We have developed the Tlyfe tenant app and will be launching this to the UK tenant population over 2023-24 to help make life easier for tenants.

Resolve is also a key priority and we have focussed on trying to resolve disputes more quickly. We have invested in an

online self-resolution platform which means that landlords and tenants can resolve disputes by negotiating within our platform. This means that tenants get their deposit back more quickly and reduces the number of disputes we have to adjudicate.

We also launched the New Homes Ombudsman Service in 2022 offering home purchasers the opportunity to seek redress against developers.

# OUR BUSINESS STRATEGY

We are the UK's leading deposit protection and resolution service.

Our strategic aims are to make life easier for landlords, tenants and businesses, help to raise standards in the the private rented sector and to resolve disputes more effectively.

We achieve these aims by growing the business, driving transformation, delivering alternative forms of dispute resolution and inspiring our people.



TDS is the longest-serving not-for-profit government approved scheme protecting millions of tenancy deposits since 2023



## Purpose & Priorities

MAKING LIFE EASIER RAISING STANDARDS RESOLVING DISPUTES

### GROW

We provide products that protect consumers and businesses backed by great customer services

### INSPIRE

We employ the best people and empower them to acheive their potential

### TRANSFORM

We use technology to provide hassle free solutions and continuously innovate our products

### RESOLVE

We resolve disputes efficiently should they arise

# GROW

## In England and Wales, TDS is the largest deposit scheme (by value of deposits protected)

In 2022/23, TDS Northern Ireland increased its market share to 85%.

SafeDeposits Scotland is the largest deposit protection scheme in Scotland, protecting 62% of existing deposits.

Across all the schemes, TDS protects over 2 billion pounds worth of tenants' money.

## TDS DELIVERED STRONG DEPOSIT GROWTH ACROSS THE UK

	TOTAL
Insured	<b>1,270,408</b>
Custodial	<b>310,411</b>
Custodial	<b>156,823</b>
Insured & Custodial	<b>56,541</b>
<b>TOTAL DEPOSITS HELD IN UK</b>	<b>1,796,183</b>
<b>VALUE OF DEPOSITS</b>	<b>c £2BN</b>

## TDS WINS MULTIPLE CUSTOMER AWARDS & ACCREDITATIONS IN 2022

2 ESTA Awards and a Negotiator Award



BSI Accreditation for Complaint Management Award



Customer Service Excellence Awards in England, Wales, Northern Ireland and Scotland



## BEST 100 NOT FOR PROFIT BODIES TO WORK FOR

We were delighted to get into this category in 2021 and even more pleased when we ranked #3.

This award is based on a survey of our staff, independently verified and compared with other organisations. Over 93% of our colleagues say they are proud to work for TDS and it is this colleague commitment that differentiates our service from others.



## TDS PROVIDES CUSTOMERS WITH A BETTER SERVICE EXPERIENCE

At TDS we deliver excellent customer service to help landlords and tenants manage their deposits effectively, understand their legal obligations and avoid and resolve disputes. In 2022/23 we made further improvements to our website.

We introduced new branding, product packaging, live sales chat, and new sections around how our products work, why customers should choose us, customer testimonials and revamped credentials.

To better serve customers across all our schemes, we created a plan to expand our opening hours for email responses to evenings and weekends through a new Glasgow based TDS Group out of hours service centre.

In England & Wales, TDS is the most integrated tenancy deposit protection provider with 16 new API integrations during 2022, making deposit management easy for our customers.

# TRANSFORM

## TDS USHERS IN NEW ERA OF CUSTOMER MANAGEMENT WITH SALESFORCE

We are on a journey to transform how we deliver tenancy deposit protection and dispute resolution across the UK by serving customers using the world class customer relationship management tool Salesforce.

Very few organisations do what we do at the scale we do it, so we have had to work hard with our technology partner, Espire Infolabs, to deliver technology solutions in order to make life easier and resolve disputes more effectively.

Salesforce includes a self-resolution platform that can help parties to reach an early settlement to their dispute about return of the deposit.

Both parties benefit from reaching early resolution themselves as opposed to having a decision being imposed on them.



We completed the first full year of dispute resolution services with self-resolution at the heart of the solution.



We built a fully online complaint resolution platform for new homes which launched in April 2022.



We introduced our new SafeDeposits solution on Salesforce in July 2022. After only a few months it boosted the level of successful online resolution of disputes.



**MARCH  
2023**

**WE COMPLETED THE ONLINE  
DISPUTE RESOLUTION PLATFORM  
IN SALESFORCE FOR OUR  
LARGEST SCHEME, TDS INSURED.**

**COMING  
SOON**

We laid the groundwork to move TDS Custodial and TDSNI onto our Salesforce platform, with TDS Insured deposits following in 2024 and we started the development of a new data warehouse that will automate reporting and bring new insight to grow our business from mid 2023.

# TRANSFORM

## TDS MAKES PROGRESS ON RAISING STANDARDS IN THE PRIVATE RENTED SECTOR

Through the TDS Charitable Foundation (TDSCF) and SafeDeposits Charitable Trust we have now **AWARDED £2M IN GRANTS**; educating landlords and tenants about their rights and responsibilities.

In 2022-23 the TDSCF made measurable progress towards its raising standards goal through:

- Improving energy efficiency of rented homes by working with the Centre for Sustainable Energy on a project aimed at providing landlords with detailed advice as to what they can do to improve their homes.
- Targeting projects to meet the needs of tenants. This work is informed by a large Tenant Survey which launched in 2022 and will be completed at least twice a year.



IN 2023 WE LAUNCHED THE NATIONAL MEES WEBSITE WITH THE CENTRE FOR SUSTAINABLE ENERGY



**TDS**  
CHARITABLE  
FOUNDATION



**SAFE  
DEPOSITS  
SCOTLAND**  
Charitable Trust





# PARTNERSHIPS

TDS has developed an expanded Partnership network to bring industry leading services to Customers

TDS's ecosystem of partners in the private rented sector, is driving innovation nationwide.

We worked closely with these organisations throughout 2022 to help win new business, retain customers, and raise standards.



Tlyfe is a ground-breaking app that will help to raise standards and make the renting process easier through providing information alongside a range of tenant features. We invested in OpenBrix in August 2022, launched the web app in December 2022 and made tlyfe available in the app stores in summer 2023.

We have been partnering with this end of tenancy solutions provider since 2019.

We recognise that affording a deposit can be difficult for some tenants. We have been an investor and shareholder in the deposit replacement scheme Zero Deposit since 2017. We also deliver their dispute resolution so that tenants and landlords still have the benefit of an independent ADR service if not using traditional deposit protection options.

We think quality inventories are essential if tenancy deposit disputes are to be minimised. In December 2022 we invested in Inventory Hive and are developing a new product for inventory clerks with them.

We work with the New Homes Quality Board and deliver the New Homes Ombudsman Service for them.

# RESOLVE



**SafeDeposits Scotland** is a Custodial tenancy deposit protection scheme. It is a separate company where TDS Group is the key partner and provides the scheme's key operational services.

**SDS Resolve** is a mediation service helping landlords and tenants resolve issues arising during a tenancy.

**Tenancy Deposit Scheme** is operated by TDS Group providing tenancy deposit protection in England and Wales. It offers both Insured deposit protection, TDS Insured, and Custodial deposit protection, TDS Custodial.

**TDS Resolution** is a mediation service helping landlords and tenants resolve issues arising during a tenancy.

**Tenancy Redress Service** is a dedicated redress scheme open to tenants of participating landlord members of the National Residential Landlords Association.

**TDS Northern Ireland** is a wholly-owned subsidiary of TDS, providing both Custodial and Insured tenancy deposit protection.

Each of the deposit protection schemes we operate across the TDS group includes a free and independent dispute resolution service that can be accessed for disputes about the distribution of the deposit at the end of the tenancy. Adjudication is the main ADR method adopted which aims to resolve disputes quickly, fairly and cheaply. In 2022-23 an even higher number of disputes submitted to us were resolved by early resolution without the need for an adjudication decision.

## TDS ADVANCES STANDARDS THROUGH MEDIATION AND CONCILIATION SERVICES

Building on TDS' long history of delivering resolution services, in 2022 we launched the Tenancy Redress Service with selected NRLA landlords. This new service helps landlords and tenants resolve mid-tenancy disputes without going to court.

## TDS RESOLUTION AND SDS RESOLVE

Based on our experience of resolving deposit disputes, TDS believes there should be ways of resolving mid-tenancy disputes that are quicker, cheaper and less stressful than courts or tribunals.

We provide Mediation and Conciliation services across mainland Great Britain and in March 2023 we extended TDS Resolution to member letting agents.

# RESOLVE

## PREVENTING DISPUTES

**Although disputes are only raised in a small number of cases each year (1% of total number of deposits protected) TDS is committed to helping those living and working in the private rented sector to avoid disputes arising in the first place through providing a range of services.**

In 2022/23 TDS Academy delivered over 1,000 hours of training on tenancy deposit protection and disputes. All attendees receive a certificate which can be used to gain CPD points. Courses include:

- **TDS Foundation Course**
- **TDS Adjudication Workshop**
- **Pre-Tenancy Activity and Inventory/Check-in Course**
- **Mid-Term Visits and End of Tenancy Check-out Course**
- **Level 3 Award in Residential Tenancy Deposit Protection and Management**

We deliver targeted training, education and support for agents with high dispute volumes.

We continued to work with Inventory Hive to provide a high-quality inventory solution, fully shared with tenants who have the opportunity to comment and amend the document as a way of minimising deposit disputes.

Our partnership with The Depositary (an end of tenancy solutions provider) also helps to drive down deposit disputes.

## OUR DISPUTE RESOLUTION MODEL

In 2022/23 we continued to focus on early resolution and develop our multi-tiered dispute resolution model to encourage disputes to be settled at the earliest opportunity.

Promoting early resolution helps to speed up the time taken to return deposits.

## INFORMATION AND GUIDANCE

We provide information and guidance online and via the telephone in response to initial enquiries. This helps inform landlords and tenants about their rights and options.

## SALESFORCE SELF-RESOLUTION PORTAL

Our Salesforce self-resolution portal allows tenants and landlords to negotiate the return of the deposit online. They can share information, make proposals on deductions, and track the progress of their cases.

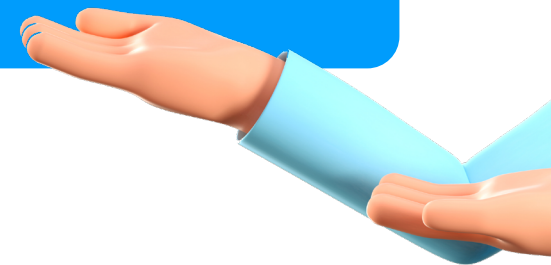
## EARLY RESOLUTION EXECUTIVES

Our early resolution executives contact parties through phone and email to encourage them to reach a mutually agreeable solution without the need for formal adjudication.

## ADJUDICATION

Our adjudication service is available for cases that cannot be resolved through early resolution. Both parties submit their evidence online. This is reviewed by an independent and impartial adjudicator who then decides how the deposit should be repaid.

**Our increased focus on self and early-resolution has allowed a significant proportion of disputes to be resolved without the need for adjudication.**



# ENGLAND AND WALES INSURED

TDS Insured is our largest scheme. In this scheme the tenant's deposit is held by the agent or landlord for the duration of the tenancy.

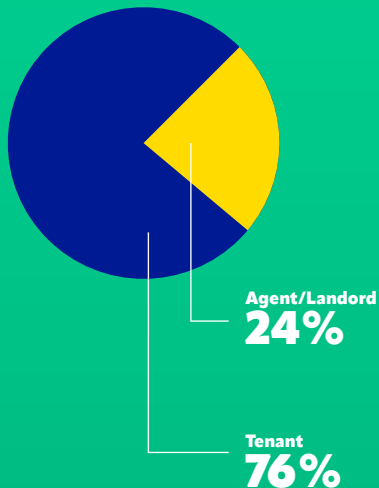
Usually, negotiations about return of the deposit occur without the need to access our dispute resolution services.

The tenant can approach TDS for help with resolving disputes within three months of the end of the tenancy. We then ask the landlord or letting agent to send the disputed deposit amount to us to be held during the resolution process.

## Number of disputes 2022/23

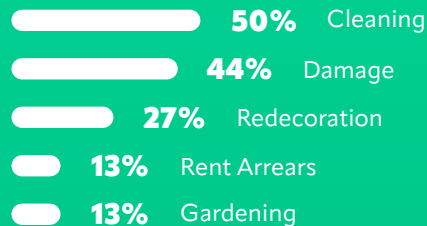
**11,430**

## Who raises disputes?



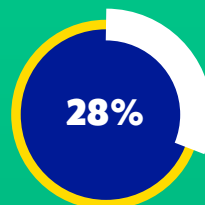
## What were the disputes about?

Most disputes involve more than one issue. Cleaning and damage remain the most common areas of dispute.



## How many were resolved through early/self-resolution?

As the Salesforce platform is rolled out across the Insured scheme in 2023/24 we expect that an even higher proportion of disputes will be resolved before they reach the adjudication stage.



## Award split

In most adjudication decisions the deposit is split between the landlord and tenant. According to the law the burden of proof is on the landlord. Because the deposit is the tenant's money it is the landlord's responsibility to show that they are entitled to some of the deposit.



## How long does it take to resolve disputes?

The aim is to complete all adjudications within **28 days** from the point when all evidence has been received. In England and Wales Insured we completed adjudications, on average, within **21 days**.

## Adjudication Reviews

The final decision of the adjudicator is binding, although the parties can continue their dispute through the court. TDS has a mechanism to allow letting agents, landlords and tenants to ask that the decision is reviewed if they feel an error in fact or in law has been made. In 2022/23 reviews were requested on less than 3% of adjudications.

Review requests 2022/23

**312**

2.73%

As a % of all adjudications

**60**

Decisions amended

# ENGLAND AND WALES CUSTODIAL

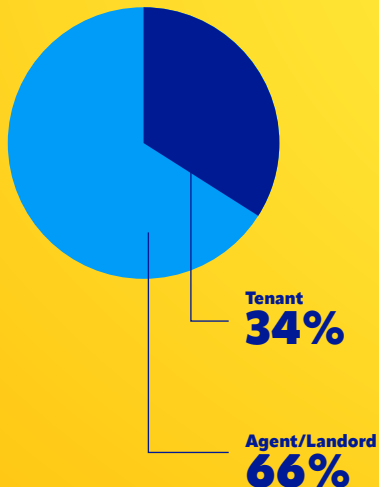
Protection with TDS Custodial involves the agent or landlord sending the deposit to the scheme at the start of the tenancy.

The parties can ask the scheme to help resolve any disputed deposits that they are unable to agree upon during the repayment process.

## Number of disputes 2022/23

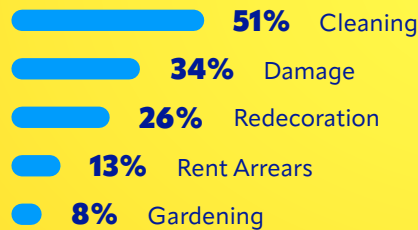
**2,499**

## Who raises disputes?



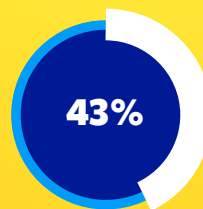
## What were the disputes about?

As with our Insured scheme, cleaning and damage are the most common reasons why there is a dispute over the return of the deposit.



## How many were resolved through early/self-resolution?

Our Custodial scheme now includes a self-resolution portal. This has allowed a significant number of disputes to be resolved without the need for adjudication.



## Award split

As with the Insured scheme, in most cases the adjudicator will split the disputed deposit amount between landlord/agent and tenant.



## How long does it take to resolve disputes?

The aim is to complete all adjudications within **28 days** from the point when all evidence has been received. In England and Wales Insured we completed adjudications, on average, within **20 days**.

## Adjudication Reviews

As with the Insured scheme, agents, landlords and tenants can ask TDS to review an adjudication decision if they feel an error in fact or in law has been made.

Review requests 2022/23

**100**

4%

As a % of all adjudications

**17**

Decisions amended

# SAFEDEPOSITS SCOTLAND

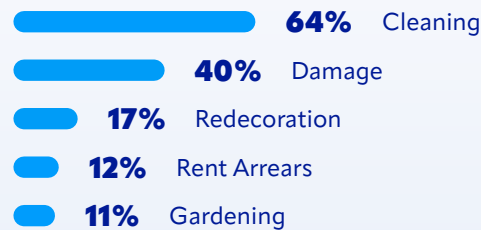
SafeDeposits Scotland is a custodial only tenancy deposit protection scheme which offers free dispute resolution for tenancy deposits at the end of the tenancy.

The dispute resolution service is provided by TDS Group under a service level agreement with SafeDeposits Scotland.

## Number of disputes 2022/23

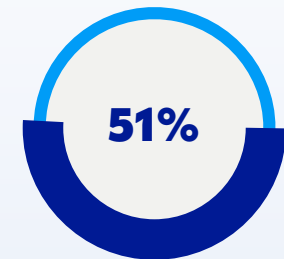
**3,621**

## What were the disputes about?



## Proportion of cases resolved through early and self-resolution

Since the launch of the Salesforce self-resolution portal in SafeDeposits Scotland in July 2022, 51% of the initial disputes have been resolved without the need for involvement from an adjudicator. This is 12pts higher than historical levels.



## Who raises disputes?

In practice, all disputes are referred by tenants when they are unable to agree to the deposit deductions requested by the agent or the landlord.

## For adjudicated cases, how is the award allocated?

As in previous years, the most likely outcome following a dispute is for the adjudicator to split the disputed amount between the landlord and the tenant.



## Adjudication Reviews

In Scotland, agents, landlords and tenants can challenge an adjudication decision within 10 working days of the initial decision being issued.

Review requests 2022/23

**152**



As a % of all adjudications



Decisions amended

# NORTHERN IRELAND INSURED AND CUSTODIAL

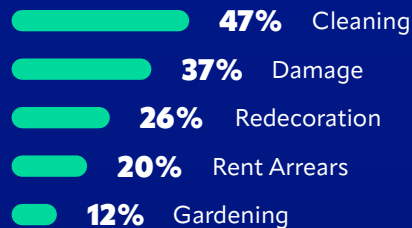
In TDS Northern Ireland we offer a choice of Insured and Custodial deposit protection options, each of which includes access to a free dispute resolution.

In the Insured scheme all disputes are raised by tenants and need to be referred within three months of the end of the tenancy. In the Custodial scheme disputes arise following failure to agree repayment of the deposit held within the scheme.

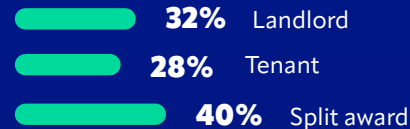
## Number of disputes 2022/23

**428**

## What were the disputes about?



## How is the award allocated?



## How long does it take to resolve disputes?

The aim is to complete all adjudications within **20 days**. In 2022/23 it took on average **9 days** to resolve the dispute.

## Adjudication Reviews

Under the Tenancy Deposit Schemes Regulations (Northern Ireland) 2012, the parties are able to request a review of an adjudication decision.

Review requests 2022/23

**37**

As a % of all adjudications

**8.6%**

Decisions amended

**3**

# NEW HOMES OMBUDSMAN SERVICE

In 2021 TDS was appointed as the New Homes Ombudsman by the New Homes Quality Board

## THE AIMS OF THE NEW HOMES OMBUDSMAN SERVICE

### AIM 1

To establish an effective Ombudsman Scheme to enable home buyers to seek redress in respect of complaints about Registered Developers.

- In 2022 we launched a customer complaints website, incorporating an evidence gathering portal and a casework management solution.
- We encourage the parties to reach a mutually agreed solution where possible and offer mediation where appropriate.

- Ombudsman investigations use our evidence portal to ensure customers and developers have full transparency of the information used to decide cases.

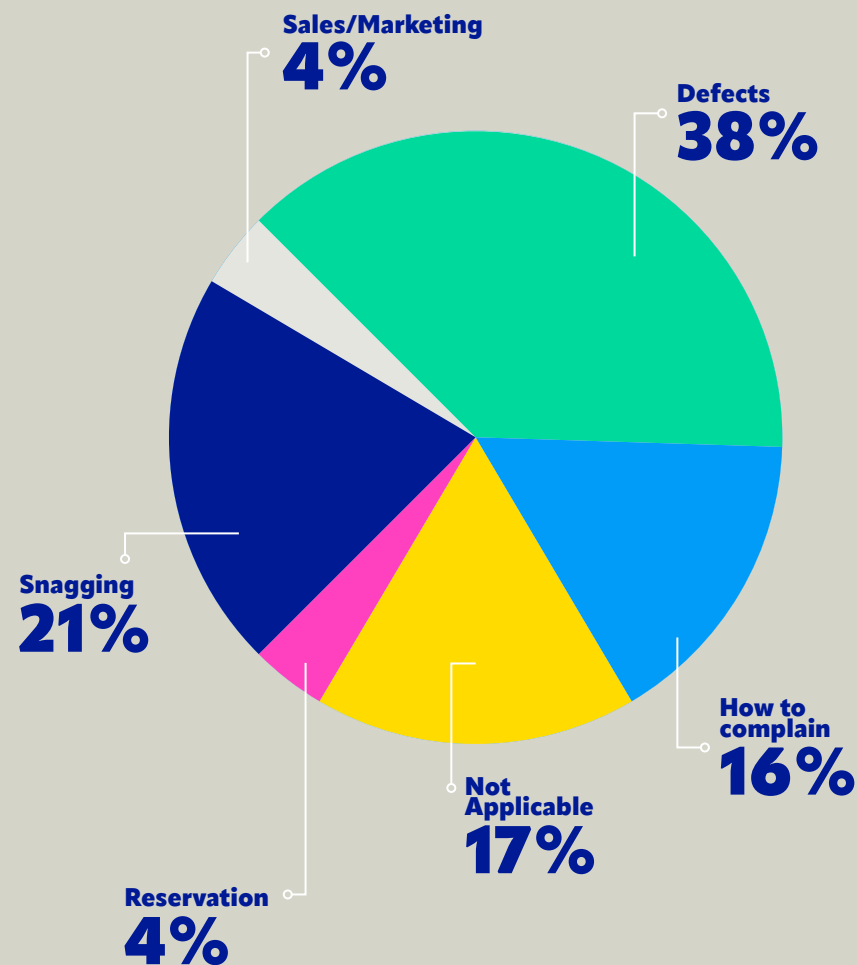
### AIM 2

To raise standards in the industry.

- In our first year, key NHOS staff have spent time with the industry, visiting sites and sales offices to get a better understanding of industry practices and customer's perspectives.

By March 2023, 42 developer groups were working under the New Homes Quality Code and subject to the New Homes Ombudsman Service, accounting for approximately 30% of private new build volume across the UK.

By the end of March 2023, NHOS had started to receive enquiries from homebuyers.



Reasons for contacting NHOS 2022-23



# INSPIRE

## TDS IS A GREAT PLACE TO WORK

**93% of colleagues say they are proud to work for TDS in our 2022 survey.**

To support business growth, we increased our headcount from 150 to 164 during 2022/23, employing an in-house recruiter to step change our sourcing capability.

We held our first ever recruitment evening and used our new brand to attract talent to TDS.

We strengthened our leadership team with the appointment of a Chief Operating Officer, Head of Policy, Research & Strategy and Head of Product.

## TDS PROVIDES MULTIPLE SUPPORT OPTIONS

Our commitment to create a **supportive environment** and bring people together in **colleague networks** resulted in a new rewards gateway, hybrid working, coffee mornings, work experience with a local school and fundraising activities.

## TDS PROPELS ITS COMMUNICATIONS TO THE NEXT LEVEL

**TDS Thinks** sessions were run each quarter to help **communicate our successes.**

We introduced Fireside staff chats with guests from partners, customers and industry experts to share their experiences including Ben Beadle from NRLA, David Votta from Propertymark and Adam Pigott & Sandra Donovan from OpenBrix.



**TDS LAUNCHED THE HUB AS A COLLEAGUE INTRANET SITE WITH ARTICLES AMASSING MORE THAN 5,000 VIEWS IN 2022/23.**

## TDS WORKING GROUPS

Our current working groups include: the Diversity Working Group, Fundraising, Colleague Consultation Forum; and Giving Something Back.

We have a colleague led wellbeing working group and regular updates, top tips and guidance promoting health and wellbeing, is disseminated to colleagues.



# GOVERNANCE

## TDS GROUP BOARD

### Martin Partington CBE KC

Chair of the Board

### Mark Allan

General Manager, BUPA Dental Care

### Luay Al-Khatib

Director of Knowledge and Practice, RICS

### Jodi Berg OBE

Chair of National Residential Landlords Association

### Nathan Emerson

Chief Executive, Propertymark

### Anda Gregory

Chief Operating Officer, index

### Paula Quigley

Chief Executive, Mainstay

### Quincy Hunte

Global Transformation Product Leader, Amazon Web Services

### Jacqs Harper

Digital and IT Director at Nuffield Health

### Steve Harriott

Group Chief Executive

### Nick Hankey

Deputy Chief Executive [Resources]

### Neil Peers

Chief Operating Officer

## EXECUTIVE TEAM

### Steve Harriott

Group Chief Executive

### Nick Hankey

Deputy Chief Executive [Resources]

### Neil Peers

Chief Operating Officer

### Alex Hillier

Director of Technology

### Alison MacDougall

New Homes Ombudsman

### Josanne Leon

Director of Human Resources



## INDEPENDENT COMPLAINTS REVIEWER

In England & Wales and Northern Ireland Margaret Doyle is the Independent Complaints Reviewer. Her role is to review complaints about the service where complainants are unhappy with the final stage response given by TDS. Margaret Doyle is fully independent of TDS and reports directly to the Board.

The Independent Complaints Reviewer was introduced in 2019 to review how TDS investigates complaints to ensure that the process has been fair and transparent and that the issues raised in the complaints process have been properly considered. TDS is the only deposit protection scheme that has this procedure in place.

### In 2022/23

**21** complaints were reviewed

**3** were fully upheld

**9** were partly upheld

Margaret Doyle also reviews a random sample of complaints that were dealt with internally. No major issues were identified but recommendations were made in regards to how the complaints process could be further improved.

A similar role for SafeDeposits Scotland and the New Homes Ombudsman Service is undertaken by an Independent Complaints Reviewer. In 2022/23 there were no referrals made.

# VALUES

## WE ARE COMMITTED TO CREATING A CULTURE THAT RESPECTS AND VALUES EACH OTHER'S DIFFERENCES.

Promoting dignity, equality and diversity whilst encouraging individuals to develop and maximise their true potential.

Values are key to us at TDS; customer excellence, teamwork, making a difference and fairness are all part of what makes us who we are.



### Customer Excellence

"We treat customers as individuals and not as a number"



### Making a difference

"We improve standards in the sectors we operate in"



### Fairness

"We give impartial advice, making fair and independent decisions"



### Teamwork

"We work as one team and make progress together"

## Accreditations

The Dispute Service has the following accreditations:

- Complaint Handler Member of the Ombudsman Association
- Full Ombudsman membership of the Ombudsman Association [for the New Homes Ombudsman Service]
- ISO 10002 Customer Satisfaction Management System
- Customer Service Excellence Award
- Best Companies #3 Not for Profit Body
- Cyber Essentials Plus
- CTSI Approved ADR Provider





## TDS GROUP

Established since 2003, TDS (The Dispute Service Ltd) is a not-for-profit company limited by guarantee. The two guarantors are the Royal Institution of Chartered Surveyors and Propertymark. TDS Northern Ireland Ltd is a wholly owned subsidiary of TDS. TDS holds a controlling interest in SafeDeposits Scotland Ltd and a non-controlling interest in Money Shield Ltd



0300 037 1000



[tdsgroup.uk](https://tdsgroup.uk)



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