

DIRECTORS' FEEDBACK

2026

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THANK YOU TO ALL CLIENTS WHO CONTRIBUTED TO OUR 2026 DIRECTORS' FEEDBACK SURVEY.

We're pleased to see a slight increase in the number of respondents this year – 65, up from 63 in 2025's survey. The respondents represent around one-quarter of our total portfolio, with block sizes spanning from under 10 units to over 400 units. In total, around 15% of our clients provided feedback through the survey.

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A WORD *from* THE DIRECTORS

We are once again encouraged by the results of our Directors' Feedback Survey.

Growing on last years' first exercise, our 2026 version of the survey included more questions to help us gain a greater understanding of the performance of our service, as well as the strengths of our brand and to develop our understanding of our clients' needs and motivations.

We launched our Directors' Feedback Survey and the subsequent reports in 2025 with the following goals in mind:

- To provide our team, clients, and prospective clients with honest, data-driven insights into our services.
- To create a benchmark for ongoing comparison as we work to improve our operations and deliver exceptional customer experiences.
- To identify those key areas in which we could benefit from further development.

As with last years' survey, 2026's continued to be motivated by our key company values: trust, proactivity, quality, and community.

Though many of the numbers from the report appear similar, we're extremely proud of the key statistic produced:

88% OF OUR CLIENTS RECEIVING OUR STANDARD SERVICE BELIEVE THAT OUR SERVICE QUALITY IS CURRENTLY AT OUR HIGHEST LEVEL.



Richard Bould
Finance Director



Joanna Bould (MPTI, AssocRICS)
Managing Director



Jonian Duka (MPTI, AssocRICS)
Operations Director

This total is eight percentage points higher than 2025's results.

We ran two surveys this year: The first for blocks under 10 units, and the second for blocks over 10 units, to refelct the different service models that each audience profile receives from Jennings & Barrett.

The overall numbers combining the results of each surveys can be found here. This report will, from this point on, focus only on the survey for blocks above the size of 10 units. These blocks receive our "Named Property Manager" service as standard – the service that we believe works best for RMCs/RTMs, and the model our business has been using for over 50 years.

This report shows significant improvements in service quality perception compared to 2025. We believe this reflects the key improvements that the implementation of new systems and processes has made to delivering consistent services.

Year-on-year analysis shows a positive direction of travel: **we are delivering on consistency and evolving past strengths.**

We look to continuously innovate, and thank everyone for their valuable contributions to this report.

KEY *messages*

ONE.

We continue to provide high quality, trusted services, and this is appreciated and acknowledged by clients.

- 88% of clients report that our service quality has improved or remained consistent (up from 86% in 2025)
- Blocks above 10 units rate us an average of 8/10 for overall experience.
- Level of trust in Property Managers remains a high 4/5.
- 52% of written comments received were people going out of their way to provide positive feedback about Jennings & Barrett, overall. **We'd love it if you could take those to the Google Review section.**

Help Us Provide Value To Even More RMCs/RTMs

TWO.

Let's get back to building relationships: We want to match your expectations when it comes to communication, but we can't do this without proper resourcing.

We've worked so hard to provide value for clients and keep costs down that we have had to sacrifice other parts of the business to manage to maintain this, especially with the ongoing compliance requirements.

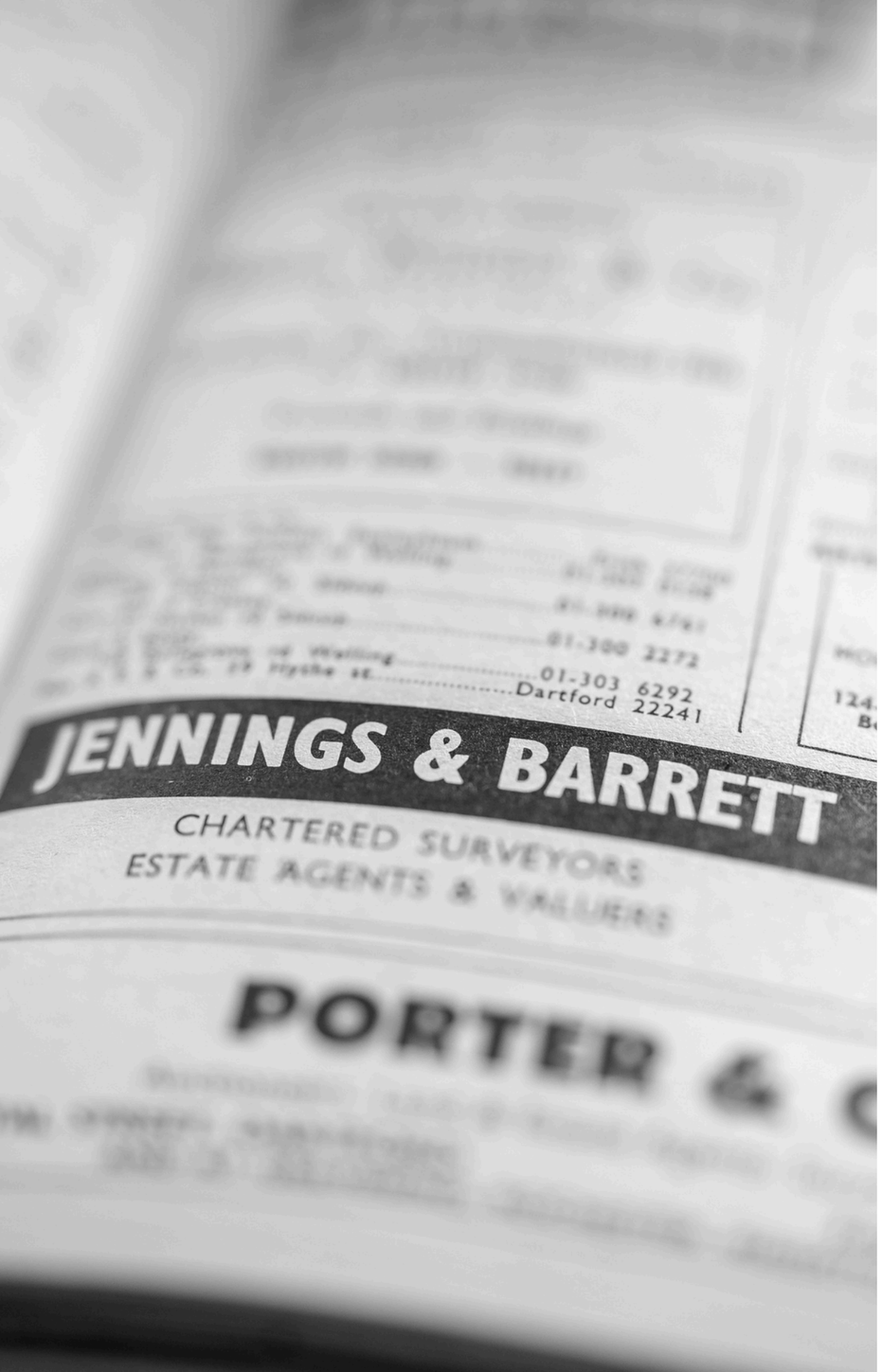
You've told us that you want better communication and higher levels of proactivity – we encourage you to consider amending your Management Agreements with us so that we can accomodate this.

THREE.

Let's talk more about our shared frustrations: Tenants and Leaseholders.

Uninformed Leaseholders and tenants make it harder to provide you with the level of service we'd like to achieve.

Let's discuss cost-effective ways to get them onside. Government plans for Resident Engagement and Service Charge Transparency will only make this harder to achieve.



SURVEY DESIGN

In 2025, analysis of the Feedback Results was slow. In order to complete our full analysis of the data, we had to manually look up the size of each development, then divide the responses into corresponding classes.

To aid analysis this year – and we're pleased to say that we had our headline numbers within four hours of the end of the survey – we separated the survey into two: one for small blocks (under 10 units), who tend not to have a named Property Manager, and another for blocks over 10. **This report covers the numbers for the blocks over 10 survey, as this is key to our business's growth strategy for 2026, and reflects those clients who have the business model we believe is most effective: Management led by a Named Property Manager.** Overall results, covering both surveys and including clients outside of our regular service model standard, were published in June 2026 and are available here.

As in 2025, we offered a prize draw incentive for completing the feedback survey. Participants had the chance to win a £200 voucher to the online retailer of their choice for taking part.

2025's survey had just 15 questions – we were cautious of having too many and this impacting the number of people willing to take part in the exercise.

By comparison, 2026's survey – at 26 questions for blocks over 10 – was significantly longer. **However, we saw more respondents despite the longer survey**. The survey was also completed more quickly: whilst in 2025 the average time to complete the survey was 22 minutes, in 2026 it dropped to just over 15 minutes. Both surveys had 65 participants in total – this report covers our Blocks Over 10 survey (45 participants), amounting to approximately 10% of our portfolio for blocks of this size.

The first five questions of the survey concerned the prize draw and permission to use the data provided. Questions six and seven asked for block and director tenure information. The following 14 questions ask about our service delivery. Four more questions referred specifically to perceptions of Jennings & Barrett as a brand, and the role of being a Director, in relation to identifying areas for improvement in the support we provide to Directors. The final question invited any additional comments – all written comments, across all the surveys, are available for you to see, here.

KEY MESSAGES: 1

WE CONTINUE TO PROVIDE HIGH-QUALITY SERVICES.



Service quality perceptions remain high

We're delivering high quality services across our business, teams and systems.

53% of respondents believe that our service quality has improved in the periods between April 2025 - April 2026, and a further 35% believe that it was maintained in this period. When added to the proportion of respondents who believe that their service quality has maintained, this totals 88% of clients who view our service as either consistent or improving over time. Whilst this is similar to 2025's 86% score, the proportion of clients selecting "improved" over "maintained" has increased from 35% to 53% – this means that **51% more clients believe our service quality has improved since they first began using our services, compared to our last survey.**

Since you first became a client of Jennings & Barrett, do you believe the quality of your service has improved, remained the same, or declined?

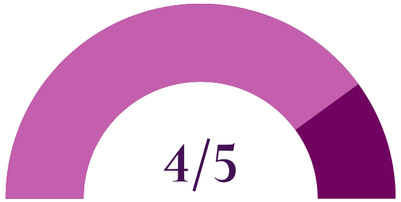
Improved
53%

Maintained
35%

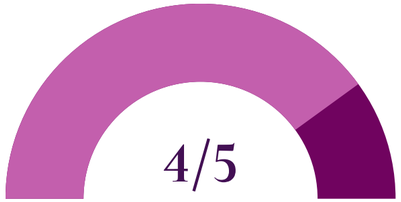
Reduced
12%



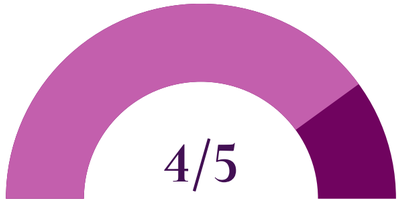
Service quality is consistent across our teams and experiences...



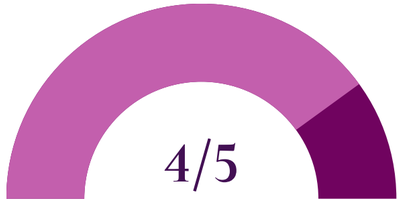
LEVEL OF TRUST IN PROPERTY MANAGER



OVERALL EXPERIENCE OF THE PROPERTY MANAGEMENT TEAM



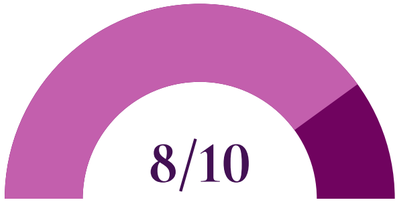
OVERALL EXPERIENCE OF THE ACCOUNTS TEAM



OVERALL EXPERIENCE OF CONTRACTORS USED ON THEIR DEVELOPMENT

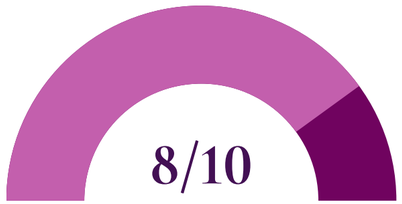


LIKELIHOOD OF RECOMMENDING JENNINGS & BARRETT



OVERALL EXPERIENCE OF JENNINGS & BARRETT AS A WHOLE, IN PAST 12 MONTHS

Especially in comparison to other Agents ...



RATING COMPARED TO PREVIOUS AGENTS ON VALUE, DELIVERY, RESPONSIVENESS AND TRUST.

Serving expertise, impact, and reliability.

Clients had the opportunity to provide written responses throughout the survey. We analysed the themes, and the top three showed that we provide:

A Responsive & Reliable Service

The most consistent theme is that directors value a managing agent that responds quickly, follows through on commitments and provides confidence that issues will be addressed. Many respondents described Jennings & Barrett as professional, responsive and competent, noting that problems are dealt with promptly and that communication is generally timely and effective.

Several directors contrasted their experience with us against those of previous managing agents, describing significant improvements in service delivery, responsiveness and attention to detail. For some developments, the transition to Jennings & Barrett marked a turning point, bringing greater control, better communication and renewed confidence in the management of their property.

Expert guidance and industry knowledge

Many directors see Jennings & Barrett as an important source of expertise. Feedback repeatedly references confidence in the team's knowledge of:

- Fire safety compliance, and Health & safety requirements.
- Procurement and contractor management.
- Insurance matters.
- Financial reporting.
- Legislative and regulatory changes.

Several respondents specifically referenced our support with complex issues such as lease reviews, fire safety obligations, litigation matters and major works projects.

For many of our clients, who often have limited time and specialist knowledge, we are viewed as a trusted adviser that helps them navigate an increasingly complex regulatory environment.

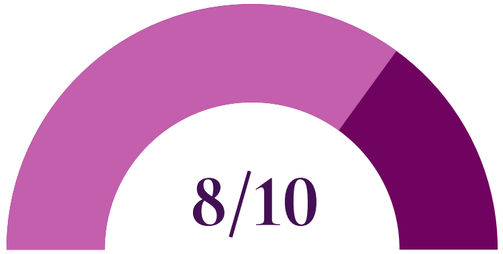
Tangible improvements across their developments

A number of responses highlighted major projects and improvements delivered with our support, such as:

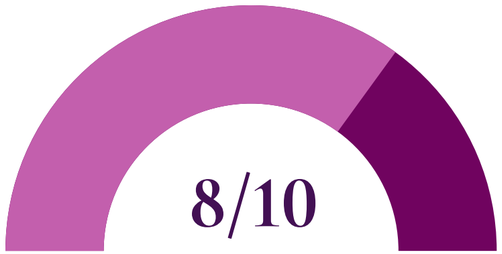
- Resolving complex major works and refurbishment projects.
- Recovering service charge arrears.
- Conducting comprehensive lease reviews.
- Managing infrastructure improvements.
- Supporting long-term maintenance programmes.

Directors frequently commented that their buildings are in a significantly better condition than when Jennings & Barrett was first appointed. In several cases, respondents described inherited problems that had been neglected for years before being successfully addressed.

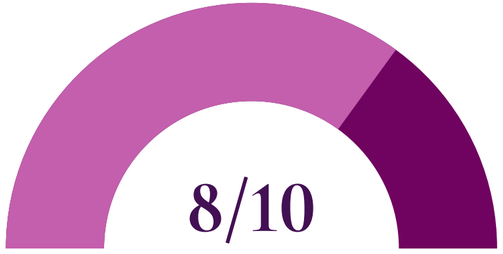
Our competitive position remains strong.



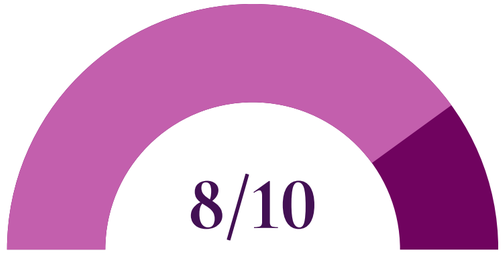
LIKELIHOOD TO RECOMMEND JENNINGS & BARRETT



HOW DO WE COMPARE TO PREVIOUS MANAGING AGENTS ON: VALUE; SERVICE DELIVERY; RESPONSIVENESS



OVERALL EXPERIENCE IN PAST 12 MONTHS



HOW DO WE COMPARE TO PREVIOUS MANAGING AGENTS ON TRUST?

Compared to 2025's Feedback Reports, we're delivering more consistently across the board in comparison to previous managing agents.

Considered within the context of current discourse and conversations in the wider economic/political environments – "Fleecehold", leasehold reform changes, and growing calls for increased levels of regulation within the property management/block and estate management / service charge management industries

When including blocks under 10, we scored 7/10 for all these measures, matching 2025's results – **we're proud to continue to be showing ourselves as trustworthy property agents, whatever the profile of the development.**

KEY MESSAGES: 2

LET'S GET BACK TO BUILDING RELATIONSHIPS.

The Power Is In Your Hands: Our Thoughts On Communication & Proactivity.



Communication & Proactivity Remain Key Themes In Written Comments – Mostly positively, but occassionally negatively.

2025's Feedback Survey received multiple comments asking for tracking technology, or indicating that this would be beneficial for clients. As a result, we bought the launch of our new Management Tracker forward.

Now that the tracker has been introduced into our business, we've seen a change in the comment themes: Whilst communication and proactivity remain key themes, a new undercurrent to these emerged: People want more meetings, more phone calls, and more site visits from their Property Manager – our analytics of the tracker show that their interest in getting updated on progress from technology is less than anticipated. **Clients want face-to-face or voice-to-voice interaction between humans, rather than more screen time.**

We want to make it clear that that is our desire, too – we want to develop long lasting relationships, built on a foundation of trust. However, our ability to maintain the desired level is affected by elements such as:

- A growing legislative and compliance burden, requiring the expertise of a property manager – much of this work takes place behind a screen, stealing the time our staff members have to be out, on-site, meeting clients.
- Increasing operational costs due to national insurance contribution growth, inflation, rent increases, software needs as our business matures – everything that makes your communal bills increase, we are feeling, too.
- Industry-wide turnover issues. We're struggling to recruit and keep good staff at a rate we've never experienced before – the expertise needed in a Senior Property Manager is hard to find on the current wage levels within the industry, and good Property Managers are leaving the industry due to the stress of increased responsibility, higher demands, and reduced level of patience in stakeholders. See the TPI Wellness Report here.
- Pressure to keep service charges low, yet continue to operate within our Company values. For decades, we were proud to be "local, professional, independent". Many Management Companies are now:
  - Being bought out by larger organisations who can achieve greater economies of scale within their operations, or
  - Moving their operations abroad – which could affect their ability to provide quality services in the future.
- Plus, Leaseholder/Resident attitudes towards our business, service and teams: They feel that they, too, should have this personalised service.

We're looking at processes for streamlining Leaseholder communications – particularly within urgent or reactive circumstances, which would enable our Property Managers to focus on what they do best: Solving problems. In addition, as with every business, we continuously monitor and try to counteract the market pressures – but we do need to urge clients to be aware that …

There’s more to good management than meets the eye.

Jennings & Barrett would be proud to be able to deliver the service level you would like to have.

Arrange your call with our Executive Team about revising your Management Agreement teams today.

Your new management agreement will help us continue to improve your service, homes and community - whilst keeping jobs local and creating more opportunities.

KEY MESSAGES: 3

LET'S TALK ABOUT OUR SHARED FRUSTRATIONS.



This is the first time we've asked Directors to address their motivations and challenges. The responses surprised us.

When asking Directors, "What part(s) of being a Director of your development have been most challenging", the emerging themes surprised us in their lack of uniqueness.

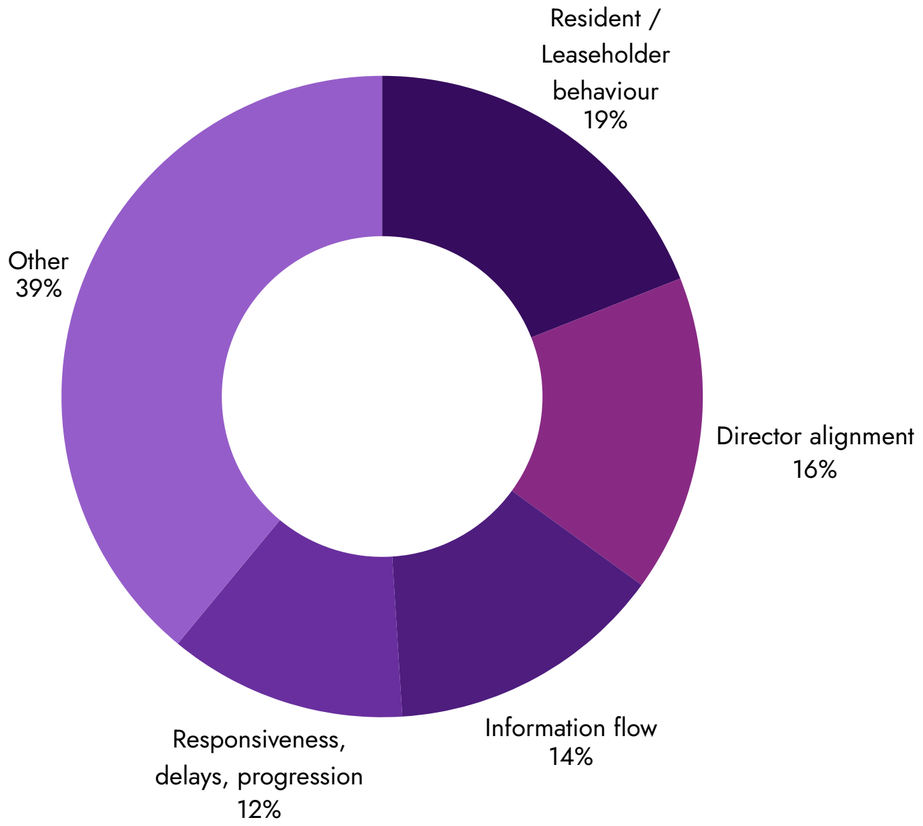
The largest challenge Directors experience is also shared by our team – that of Resident, Leasehold, and Tenant behaviour and engagement: Whether this referred to anti-social behaviour, unreasonable expetations, lack of interest, or an inability to enforce powers – **we all want those living in our developments to take more personal responsibility, and collective approaches.**

Our experience is that the loudest complainers from this section of stakeholders could benefit from joining the Director Boards, as it enables them a deeper level of understanding for the hard work that every Director puts in. However, they're often the most reluctant to volunteer their time and service.

Let's work together to communicate processes better to Leaseholders.

Talk to our Operations Team about digitising license application processes, creating handbooks, and how you believe complaints procedures should work for your block. – a problem shared, is a problem halved.

What part of being a Director of your development has been the most challenging?



Director alignment remains a key focus.

We've had conversations with TPI about guidance for Directors, and are always happy to refer stakeholders to organisations such as LEASE to help them understand their rights, as well as their responsibilities.

To aid Directors, here's our top-tips for success:

- Read your Management Agreement. Some of the largest areas of service dissatisfaction we've been able to identify, independently of the Directors' Feedback Survey, tend to come from people not understanding the contents of their Management Agreements.
- Join the TPI Directors Training courses – we've had members of our Operations Team check out the contents, and they're helpful.
- If you have any questions about the Management Agreements, or wish to request additional services be added to your Agreement upon renewal, book a call with our Managing Director, Joanna Bould, by emailing joanna@jenningsandbarrett.co.uk.
- Work as a team with the rest of your board.
- Make decisions together, before attempting to instruct your property manager.
- Utilise the tools we provide.

We acknowledge the demand for greater level of support for helping Directors improve their knowledge. Following the success of our first Directors' Webinar in May, we're working on a longer-term content plan.
Express your interest in joining future webinars here.



Level of trust in your Property Manager

4/5

Overall experience of the Accounts Team

4/5

Overall experience of contractors used on your development

4/5

Experiences remain high-quality across our services.

Like other scoring from the 2026 Directors' Feedback Survey, scores remain remarkably stable when compared to 2025's results (also 4/5 across the board). Considering the external factors affecting the industry, clients and our business, we remain pleased with these scores. These scores are the same when accounting for blocks below the size of 10 units.

Since the last report, we have ...



Preserved 1-2 trees worth of paper

With our Electronic Comms campaign, which asks Leaseholders to opt in to email service charge notices.



Built a new compliance team to support our Property Managers

We estimate that the compliance burden on Block & Estate Management has grown over 200% over the past two decades – our new back office compliance team support our Property Managers to focus on their role, without the administrative load of the additional red tape.



Achieved RICS accreditation

Conveniantly timed with the end of our 2026 survey contribution deadline, Jennings & Barrett's application to RICS received approval. This is in addition to the AssocRICS qualification of two J&B Directors – showing our ongoing commitment to industry integrity, expertise and value.



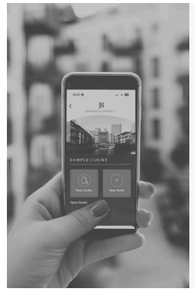
Confirmed the qualifications of 215+ contractors

A member of our new compliance team has been working on ensuring that our contractor network meet our new Pre-Qualification requirements.



Processed 10,500+ contractor invoices

And made almost **£11,000,000** in payments for works across our Block & Estates Portfolio



Launched our Health & Safety Inspection app

So our staff can log site inspection information from their phones whilst on-site, and we can see overall compliance at a glance across the portfolio.

Service improvements are underway

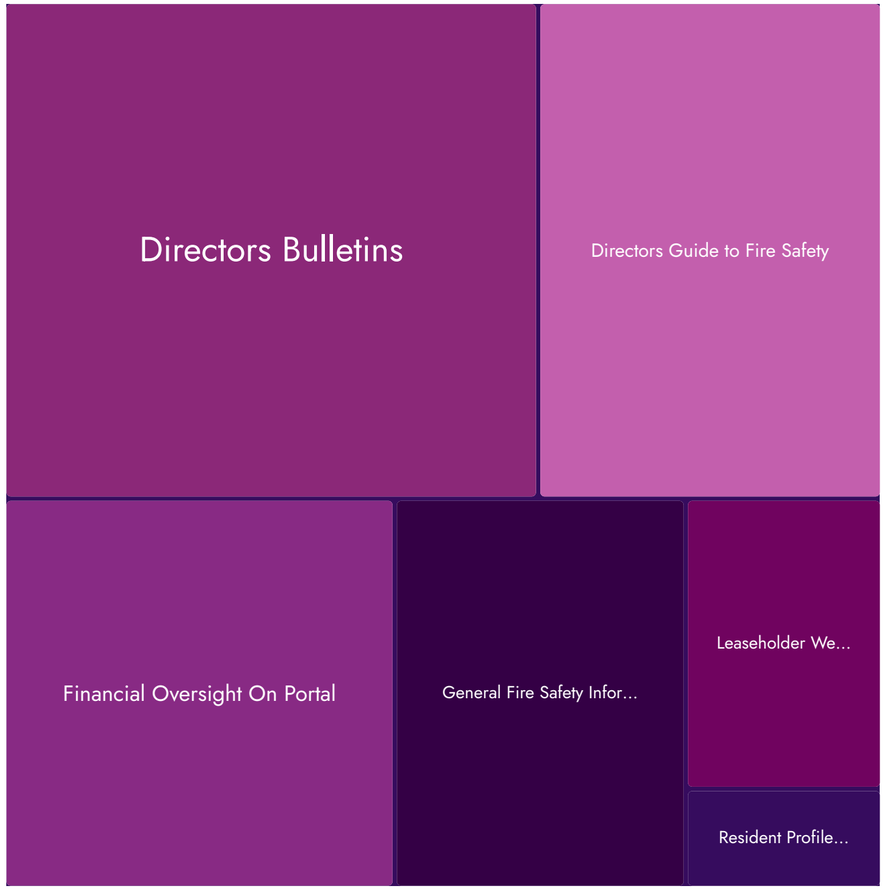
Between Summer 2025 - Spring 2026 we launched a new series of tech features, informational guides for Directors and residents, as well as resources such as our On-Site Staff Management templates. We also increased the output of our Directors' Bulletins newsletters, and trialled the launch of a new "Management Tracker".

The support we provide to Directors is a continual source of review and improvement for our business, but last year we made more service improvements and process changes than we'd been able to achieve before. The implementation and adoption of these new operational tools, for both internal and external use, are ongoing.

We asked participants of our 10+ unit survey, "Which of the following recent service improvements have you used during the past year?" Their responses are shown in the treemap graph opposite.

We didn't ask about the Management Tracker in this survey, as only a small number of clients utilise it. We're finding that, in theory, demand for the Tracker hasn't translated into its use in practice, and it isn't an effective tool for making our teams more efficient. Instead, efforts going forward will focus more on:

- Enabling Property Managers to continue to build their knowledge and expertise;
- Creating and sharing useful updates and resources for clients;
- Identifying opportunities for service improvements within the existing tools and systems that our team are currently utilising.



Our continued commitment to transparency ...

As with our previous edition of the Directors' Feedback Report, we are making every written comment received as part of the survey public. There is a lot of data, so we invite you to view this here.

We've published one of our favourites that we received here, though – we are only human.



"Before we appointed J&B, our roof needed an overhaul or replacement and our service charge account had been allowed to go into arrears in the case of several leaseholders.

We had no confidence in the ability of our then managing agent to tackle these major issues (though they were competent at day to day management).

We interviewed several managing agents and finally appointed Jennings and Barrett. Within a year both these major issues were well in hand and within two years they were resolved. I have found J&B to be responsive and highly competent."

– Block of 17 units, Forest Hill, South London

Thank you for taking the time to read this report. If you have any comments or questions about the contents, we invite you to reach out to our Operations Team at operations@jenningsandbarrett.co.uk.

JB

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Property advice you can trust.

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