

Client Case Study: Freedom Leisure

Leisure Trust



Programme: Customer service programme including train the trainer and colleague delivery **Engagement:** Over 12 months of design, delivery and trainer support

RESULTS AT A GLANCE

6,000

employees across 127 sites

-45 to +32

Net Promoter Score range across sites before the programme

12

trainers trained so far, with 12 more planned

1-day + 2-day

colleague course and train-the-trainer programme designed

Full

trainer support given during first deliveries

An executive team session was also delivered – the programme now influences culture across sites.



Anna delivered a customer service programme that exceeded expectations at every level. Her ability to blend psychological insight with practical tools created a training experience that was engaging, relevant and transformative. The feedback from colleagues, trainers and the executive team has been outstanding. Anna's professionalism, creativity and depth of knowledge have made a significant impact on our organisation.

Hannah Smith – Freedom Leisure

Before Room 11

Before I arrived, Freedom Leisure had inconsistent customer service practices as a result of multiple mergers and acquisitions, with standards varying across sites and Net Promoter Score ranging from minus 45 to plus 32. They needed a scalable customer service programme that could be delivered by internal trainers and work for everyone from sixteen-year-old lifeguards to seventy-year-old long-serving staff: something practical, psychologically informed, and easy to deliver across a large workforce.

The challenge

Freedom Leisure needed a programme that could:

- Work across the whole age and experience range of the workforce
- Build a train-the-trainer model with materials that were simple and psychologically robust
- Introduce modern behavioural models without losing the human element of customer service
- Support trainers through their first deliveries
- Tailor content for both frontline colleagues and the executive team



One of the best training courses I've been on – really engaging, really informative and interesting. Normally training sessions can drag on, this one didn't and I genuinely feel like I learned something. Very different to other customer courses.

Colleague feedback - Freedom Leisure training programme



Room 11 Coaching

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How the results were achieved

The solution

I designed and delivered a full programme: a one-day colleague course, a two-day train-the-trainer programme, trainer support, an executive team session, and bespoke frameworks built specifically for Freedom Leisure, including the full set of operational materials – workbooks, frameworks and role-play scenarios.

01

Bespoke frameworks

I built the flag system and the see-sort-say accountability model specifically for the programme.

02

Psychological depth

My background in Transactional Analysis let me bring concepts such as psychological hungers, functional ego states and interaction management into the training – rarely seen in leisure-sector programmes and giving the content real depth and relevance.

03

Trainer support that built confidence

I supported trainers through their first deliveries, which built both consistency and confidence.

Consistency across 127 sites

The programme was designed to create consistency across the whole estate without losing the human element of customer service.

Executive buy-in

An executive team session was delivered alongside the colleague and trainer programmes, so leadership engaged directly with the depth and relevance of the work.

The impact

Trainers are now delivering the programme confidently and consistently, with improved confidence and clarity reported by colleagues across sites. The executive team praised the depth and relevance of the programme, a culture shift is under way across multiple sites, and other leisure trusts have shown interest. The programme is now embedded long term as part of Freedom Leisure's wider customer experience strategy.



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Hannah Smith - Freedom Leisure



About Room 11 Coaching

Room 11 Coaching is a specialist coaching and training business working with leaders, teams and business owners. I design and deliver programmes that build excellent customer service through proactive accountability rather than box-ticking, and I train the trainers who carry that forward, so the skills stay embedded long after I've left the room.

I am an EMCC-accredited coach practitioner working towards Senior Practitioner, hold an EMCC-accredited Diploma in Transformational Coaching and a PTLTS teaching qualification, and am completing a foundation degree in Organisational Transactional Analysis. As both a qualified coach and a qualified trainer, I bring both disciplines to train-the-trainer work, giving internal trainers the confidence and the psychological grounding to deliver consistently themselves.



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