



# Care Quality assessment for The Great Britain Cycling Team Medical Facility - Independent Consulting Doctors

## Overview

**Overall Rating: Outstanding** ●

The service is performing exceptionally well.

Summary	
Safe	Good ●
Effective	Outstanding ●
Caring	Good ●
Responsive	Good ●
Well-led	Outstanding ●

## Overall Service Commentary

Date of Assessment: 01 August 2025 to 15 August 2025. The Great Britain Cycling Team Medical Facility is an independent health provider and delivers a service exclusively to athletes (riders) who are part of The Great Britain Cycling Team World Class Programme.

This care is delivered to persons who are aged 16 years and above. The service operates from the National Cycling Centre, Stuart Street, Manchester M11 4DQ. The service is registered with the Care Quality Commission (CQC) to deliver diagnostic and screening procedures, Surgical procedures and treatment of disease, disorder or injury.

Facilities included a clinical area consisting of a doctor consultation/treatment room and a large treatment room with six treatment beds. Care and treatment is provided to riders over 16 years of age, including Paralympians.

The medical team consists of the head of medical services / chief medical officer, doctors and physiotherapists, including a lead physiotherapist for para-riders. The medical services manager supported the medical team.

This assessment considered the demographics of the people (referred to as riders throughout the report) using the service, the context the service was working within and how this impacted service delivery. Where relevant, further commentary is provided in the quality statements section of this report.

There was a proactive, systematic approach to managing safety. Leaders embedded, maintained and continuously improved a culture of openness and collaboration, and safety was everyone's top priority. Staff demonstrated a commitment to improving safety, and there were clear roles, responsibilities and structures to meet safety goals. There were enough staff with the right skills, qualifications and experience. Managers ensured staff received training and regular appraisals to maintain high-quality care.

Leaders inspired a culture of improvement, where understanding current outcomes and exploring best practice was a deeply embedded part of the culture, and learning was widely shared and acted on.

Riders were involved in assessments of their needs. Staff reviewed assessments, taking account of people's communication, personal and health needs. Care was innovative and based on the latest evidence and good practice. Staff worked closely with all those involved in the riders' care, including leading specialists in their field, to achieve the best outcomes. The medical team ensured riders understood their care and treatment, enabling them to give informed consent.

Riders were treated with kindness and compassion. Staff protected their privacy and dignity. They treated them as individuals and supported their preferences. Riders had choice in their care and treatment. The service was proactive in supporting staff wellbeing.

Riders were involved in decisions about their care. The service provided information that riders could understand. Riders knew how to give feedback and were confident the service took it seriously and acted on it. The service was easy to access and worked to eliminate discrimination. Riders received fair and equal care and treatment. The service worked to reduce health and care inequalities through training and feedback. Riders were involved in planning their care and understood options around choosing to withdraw from or not receive care.

There was a shared vision and culture between leaders and staff based on listening, learning and trust. The strategy and supporting objectives are stretching and challenging to support riders in achieving their goals without compromising their wellbeing.

Leaders were visible, knowledgeable and supportive, and had developed a psychologically safe environment where riders and staff could speak up and raise concerns to help learn and improve. Staff were highly motivated and consistently feel well-supported by leaders.

Staff and leaders actively monitored and anticipated current and future risks to delivering the best outcomes for riders as part of a world-class programme.

There was a culture of continuous improvement with staff given time and resources to try new ideas, overseen by an independent clinical governance committee.

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## Overall People's Experience

During the assessment, we spoke with eight riders, all of whom were positive about the care and treatment provided by the medical team. They told us how they worked together with the wider Great British Cycling team, including coaches and physiotherapists, to support riders with both their physical and mental health.

The provider had undertaken annual satisfaction surveys with their riders. The last survey in 2024 showed high levels of satisfaction.

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# Safe

**Rating: Good** ●

**Percentage Score: 81.00 %**

► [How do we score this?](#)

## Summary

This service is safe

## Commentary

We looked for evidence that people were protected from abuse and avoidable harm.

This is the first inspection for this service since its registration with CQC. This key question has been rated as Good.

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Safe

## Learning culture

### Overall Score

1

2

3

4

[▶ How do we score this?](#)

### Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

### Processes

The Great Britain Cycling Team Medical Facility (the Medical Facility) demonstrated a strong, proactive and positive culture of safety. Leaders embedded, maintained, and continually improved a culture of openness and collaboration, where safety remained everyone's top priority. They learned from significant events, complaints, audit findings, and feedback from staff, riders, and the wider Great Britain cycling professionals who worked alongside the medical team. Leaders listened to safety concerns and investigated and reported safety events.

Systems and resources, including the entire GB cycling team, specialist independent board members, and access to field experts, enabled the provider to embed continuous learning in response to identified safety risks. They incorporated systematic approaches to learning and improvement, which supported active, participatory learning processes and quality improvement.

Leaders actively encouraged and rewarded all staff within the Medical Facility for raising safety concerns and suggesting improvements. They continually demonstrated and reinforced the value of learning. The Medical Facility also shared relevant learning with other sport professionals and, where appropriate, provided guidance to the public and community-level sport coaches to improve grassroots facilities. This included a video on concussion, created by the Chief Medical Officer, which was made freely available on the website.

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Safe

## Safe systems, pathways and transitions

### Overall Score



▶ [How do we score this?](#)

### Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

### Processes

The service collaborated with individuals and healthcare partners to establish and maintain safe systems of care, where safety was actively managed and monitored. Staff ensured continuity of care, including during transitions between different services. When riders joined the World Class Programme, the medical team provided care alongside mandatory cardiology screening and referrals where required to respiratory screening with a specialist. Riders also registered with a local GP and dentist to secure access to primary care. Additionally, the service worked with private and specialist healthcare providers when riders required diagnostic or treatment services through their private medical schemes.

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Safe

## Safeguarding

### Overall Score



▶ [How do we score this?](#)

## Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

The service collaborated with riders and healthcare partners to understand what safety meant to them and the best ways to achieve it. Staff focused on improving riders’ lives while protecting their right to live safely—free from bullying, harassment, abuse, discrimination, avoidable harm and neglect. They shared concerns quickly and appropriately.

Staff followed safeguarding policies that were well-known and understood. They were appropriately trained in safeguarding procedures and acted on concerns in partnership with other organisations. The safeguarding lead maintained oversight of all concerns raised and attended monthly multidisciplinary psychological well-being meetings alongside the medical team, where riders’ well-being was reviewed.

All staff completed enhanced Disclosure and Barring Service checks and undertook safeguarding training appropriate to their roles.

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Safe

## Involving people to manage risks

### Overall Score



▶ [How do we score this?](#)

## Summary

Outstanding – This service is exceptional at maximising the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

The service collaborated with riders to understand and manage risks holistically. Staff delivered care that met riders' needs and ensured their safety. They fostered a transparent and open culture that encouraged creative thinking around riders' physical and mental safety.

Riders took positive risks, exercised control over their treatment, and maximised their performance without compromising their wellbeing by working with the medical team, which included physiotherapists and wider GB cycling professionals such as a nutritionist and coaches.

The service consistently applied person-centred care and led in the care and treatment of female riders, including support for riders pre- and post-pregnancy. The provider created a positive culture that supported the prevention of sport-related injuries. The team engendered trust between riders, the wider GB cycling team, and other professionals across different sporting disciplines.

Staff recognised signs of deterioration in the health of riders and took appropriate action. Riders attended regular reviews with medical team members. When riders had long-term health conditions or injuries, staff advised them on associated risks and actions aligned with their performance plans. Staff also ensured riders carried all prescribed medicines during events in case their condition worsened.

Staff maintained emergency equipment and kept it readily available. However, during cycling events, event healthcare teams were responsible for emergency healthcare, and this aspect was outside the scope of this inspection. The medical team remained on call to assist and offered advice and guidance either by telephone or in person. Staff followed clear protocols when riders sustained concussions during training or events and promptly provided concussion plans. When the medical team were alerted to potential concussions, they sent information immediately to riders and coaches on what to do in the first 24 to 48 hours.

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Safe

## Safe environments

### Overall Score



▶ [How do we score this?](#)

## Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

The service designed the environment to meet the needs of world-class riders, and the facilities reflected this. The medical team collaborated with GB cycling experts to ensure that the facilities, premises and equipment protected the welfare of riders. For example, they provided quiet spaces where riders could continue training while recovering from a concussion.

The facilities and specific clinical rooms enabled the medical team to deliver effective and innovative care and to keep riders safe from physical and psychological harm. Staff ensured that equipment, facilities and technology supported the delivery of safe care.

The provider put contracts in place to maintain the premises. Staff conducted health and safety risk assessments and audits, identified risks, and addressed them. They also monitored and reviewed a business continuity plan to ensure service resilience.

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Safe

## Safe and effective staffing

### Overall Score



▶ [How do we score this?](#)

## Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

The service ensured there were always enough qualified, skilled and experienced staff, who received thorough support, supervision and strong development opportunities. Staff worked together effectively to provide safe care that met the individual needs of riders.

The Medical Facility included a range of clinical and non-clinical roles, and was led by a chief medical officer, who practiced as a consultant in sport and exercise medicine. The team consisted of a second doctor and three physiotherapists, including a lead physiotherapist for para-riders. The medical services manager supported the medical team.

Inspectors found that training was up to date, staff learning needs and development were managed appropriately, and staff worked within their agreed areas of competence. The service followed safe recruitment practices.

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Safe

## Infection prevention and control

### Overall Score



▶ [How do we score this?](#)

### Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

The service thoroughly assessed and managed the risk of infection. Staff quickly detected and controlled the risk of it spreading and shared concerns with appropriate agencies promptly.

Infection prevention and control (IPC) formed a critical element of the service provisions and the wider GB Cycling facilities. The medical team identified that general day-to-day infections were the main cause of illness among riders, so

they implemented strict IPC protocols both on-site and when travelling to competitions. IPC also formed part of the riders' induction into the world-class programme.

The Chief Medical Officer was the designated IPC lead and all staff have completed relevant training. Staff followed cleaning schedules, conducted risk assessments and audits, and took actions to mitigate risks.

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Safe

## Medicines optimisation

### Overall Score



▶ [How do we score this?](#)

### Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

### Processes

The service ensured that medicines and treatments were safe and met riders' needs, capacities and preferences. Staff involved riders in planning their care, including when changes occurred.

The medical team ensured treatments were safe and aligned with riders' individual needs. They collaborated with riders during care planning and adjusted treatment when necessary. The Medical Facility did not prescribe medicines directly and did not store any medicines on-site except for those required in a medical emergency, which staff stored and managed correctly.

When specialist medicines were required, the medical team liaised with the pharmacist on the clinical governance committee. They also ensured that all prescribed medicines requiring a Therapeutic Use Exemption (TUE) permit were appropriately authorised. A TUE allowed riders to use otherwise prohibited substances or methods for therapeutic purposes while continuing to compete.

The independent clinical governance committee maintained clinical governance standards across the Medical Facility, including oversight of medicines management.

## Effective

**Rating: Outstanding** ●

**Percentage Score: 96.00 %**

▶ [How do we score this?](#)

### Summary

This service is exceptionally effective

### Commentary

We looked for evidence that staff involved people in decisions about their care and treatment and provided them advice and support. Staff regularly reviewed people's care and worked with other services to achieve this.

This is the first inspection for this service since its registration with CQC. This key question has been rated as Outstanding.

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Effective

## Assessing needs

### Overall Score



▶ [How do we score this?](#)

### Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

The Great Britain Cycling Team Medical Facility (Medical Facility) consistently applied an evidence-based, high-quality approach to assessing and reviewing riders' physical and psychological health needs.

When riders entered the world-class programme, the medical team introduced them to the service as part of their induction. Riders completed a comprehensive medical questionnaire and underwent a holistic medical review, which included Pre-Participation Cardiac Screening (PPCS) with a specialist at Liverpool John Moores University. If required, they also received a respiratory health assessment using a UK Sports Institute (UKSI) tool, developed with a leading respiratory consultant from the Royal Brompton Hospital.

The medical team developed clinical templates to ensure assessments and treatment plans were evidence-based and person-centred. These templates became exemplars and were adopted by medical teams in other sports. Clinical records demonstrated that care was provided in line with current guidance.

The medical team did not manage long-term conditions; this responsibility remained with the rider's GP. However, especially for para-riders, the team recognised the importance of understanding prescribed treatments and medications. With consent, they liaised with riders' GPs to develop effective treatment plans tailored to individual needs.

When the medical team identified that riders required additional medical care or treatment, they referred them directly to specialists and collaborated with those specialists to develop person-centred treatment plans that supported riders in maintaining or returning to peak performance without compromising their wellbeing. Specialist support was available for both physical and mental health conditions.

The medical team led advancements in female rider health, particularly in assessing and supporting riders who continued to train and compete during pregnancy, and those returning postpartum.

They also pioneered the development of concussion protocols, which are embedded across Great British Cycling (GB Cycling). The impact of these protocols has led to a culture shift in the response to falls or collisions, and both riders and coaches understand the importance of tailored treatment plans for safe recovery as a result.

The medical team met twice weekly to review all riders with treatment plans, ensured plans were up to date, and communicated any changes clearly.

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Effective

## Delivering evidence-based care and treatment

### Overall Score

[▶ How do we score this?](#)

### Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

### Processes

Staff consistently used evidence-based approaches to deliver high-quality care. Leaders and staff actively encouraged the use of innovative and new methods in planning and delivering riders' care and treatment.

Staff and leaders kept up to date with research and proactively learned about new and innovative evidence-based approaches. They also shared learning and developed evidence-based treatments to improve riders' health and well-being.

Leaders published work that was later adopted in both professional and grassroots sports, particularly in areas related to concussion and female health. The team also developed evidence-based clinical tools, which became widely used across sports medicine.

The medical team worked closely with the independent clinical governance board to oversee their work and the development of new treatment plans for riders, especially when those plans involved innovative approaches. They ensured all work was carried out in line with legislation.

Where possible, the service also contributed to the development of best practice and clinical governance with other agencies.

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Effective

## How staff, teams and services work together

### Overall Score



► [How do we score this?](#)

### Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

### Processes

The medical team and the wider GB Cycling team collaborated fully to plan and coordinate riders' care and treatment. Staff tailored arrangements to reflect individual circumstances and preferences, and they reviewed these frequently as part of a multidisciplinary approach. They considered riders' physical and mental health equally alongside their performance goals.

Riders, coaches and medical staff confirmed that rider well-being was a fundamental part of the world-class programme developed by GB Cycling, and that the medical team played a central role in the team's cycling success. Staff and colleagues described a positive culture of high challenge and high support across disciplines, within an environment that fostered psychological safety.

Staff committed to working collaboratively and found innovative and efficient ways to deliver more joined-up care and support, helping riders to stay well and recover effectively.

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Effective

## Supporting people to live healthier lives

### Overall Score



► [How do we score this?](#)

## Summary

Outstanding – This service is exceptional at maximising the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

The service took a proactive approach and collaborated consistently with riders and the wider GB Cycling team to manage their physical and mental health and wellbeing. Staff focused strongly on empowering riders to maximise their ability to manage their own health, care and wellbeing needs, alongside their performance goals and aspirations. The service made clear that health and wellbeing were fundamental to the world-class programme, and this formed a core part of both the induction and the ongoing review of riders’ health needs.

Staff across Medical Facility and GB Cycling, along with external partners, collaborated exceptionally well to support riders in managing their health and wellbeing. The provider also ran monthly health promotion campaigns for riders and staff.

The medical team worked closely with coaches and riders on concussion and saddle health education, encouraging riders to be open with coaches when they needed medical support. Riders were empowered to simply say, “I can’t sit comfortably,” to indicate they needed to see the medical team. As a result of work established by the medical team, riders’ coaching plans now include individual amendments that may be required during a rider’s menstrual cycle.

The medical team, coaches and riders also described a culture shift in responding to concussions. They told us, “Carry on riding is no longer a badge of honour.”

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Effective

## Monitoring and improving outcomes

### Overall Score



► [How do we score this?](#)

## Summary

Outstanding – This service is exceptional at maximising the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

### Processes

The service monitored all riders' care and treatment to drive continuous improvement. Staff actively tracked riders' progress during twice-weekly multidisciplinary meetings and amended treatment plans where needed to achieve the best possible outcomes, supporting riders to maintain peak health and fitness wherever possible.

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Effective

## Consent to care and treatment

### Overall Score



► [How do we score this?](#)

### Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

### Processes

The service **informed** riders about their rights around consent and **respected** these when **delivering** person-centred care and treatment. Staff **understood** and **applied** legislation relating to consent. They **clearly recorded** capacity and consent.

# Caring

**Rating: Good** ●

**Percentage Score: 80.00 %**

▶ [How do we score this?](#)

## Summary

This service is caring

### Commentary

We looked for evidence that the service involved people and treated them with compassion, kindness, dignity and respect.

This is the first inspection for this service since its registration with CQC. This key question has been rated as Good.

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Caring

## Kindness, compassion and dignity

### Overall Score



▶ [How do we score this?](#)

## Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## People's Experience

Staff at the service always treated riders with kindness, empathy and compassion, and respected their privacy and dignity. They also treated colleagues across Great British Cycling (GB Cycling) with kindness and respect and fostered an open culture of constructive challenge across professions.

Staff put in place arrangements to promote riders' privacy when accessing support within the medical facility. Riders we spoke with told us they felt listened to and were treated with respect and kindness.

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Caring

## Treating people as individuals

### Overall Score



► [How do we score this?](#)

### Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

Staff treated riders as individuals and ensured their care, support and treatment met each rider's goals, needs and preferences. They considered riders' strengths, abilities, aspirations, culture, unique backgrounds and protected characteristics.

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Caring

# Independence, choice and control

## Overall Score



► [How do we score this?](#)

## Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

Staff promoted riders' independence and worked together to support them in achieving their goals. Riders we spoke with told us they understood their rights and had choice and control over their own care, treatment and wellbeing. They also felt able to contribute to their treatment plans and discuss any concerns with the medical team.

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Caring

# Responding to people’s immediate needs

## Overall Score



► [How do we score this?](#)

## Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

Staff listened to and understood the unique needs of all riders who were part of the world-class programme. They considered riders' needs, views and wishes, and responded to their needs in the moment to minimise any discomfort, concern or distress.

Staff we spoke with knew the process for referral to emergency support, including access to immediate mental health support. All medical staff and lead physiotherapists had completed Pre Hospital Immediate Care in Sport (PHICIS), which enabled them to respond to emergencies immediately while waiting for emergency services to arrive.

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Caring

## Workforce wellbeing and enablement

### Overall Score



▶ [How do we score this?](#)

### Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

The service prioritised staff well-being and consistently supported and enabled staff to deliver person-centred care. Leaders and managers demonstrated a strong organisational commitment and took effective action to promote and achieve equality and inclusion across the workforce. Staff across the organisation reported high levels of satisfaction.

Staff created a culture that prioritised well-being through inclusivity, active listening and open conversations, which empowered them to do their job well and to be well. The provider established proven support networks for staff to use when they needed help with their physical or mental health. All staff had

access to an employee assistance programme and private health care, including 24/7 GP access and counselling for themselves and close family members, ensuring immediate support was available.

Inspectors noted that the facilities promoted a safe working environment, with communal spaces for regular breaks, rest areas, and quiet spaces for focused work.

## Responsive

**Rating: Good** ●

**Percentage Score: 79.00 %**

▶ [How do we score this?](#)

### Summary

This service is responsive

### Commentary

We looked for evidence that the service met people's needs, and that staff treated people equally and without discrimination.

This is the first inspection for this service since its registration with CQC. This key question has been rated as Good.

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Responsive

## Person-centred Care

### Overall Score



▶ [How do we score this?](#)

## Summary

Outstanding – This service is exceptional at maximising the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

The service placed riders at the centre of their care and treatment choices and supported them to make decisions in partnership about how to respond to any relevant changes in their needs. Riders, staff and coaches we spoke with confirmed that rider health was a fundamental pillar of Great British Cycling (GB Cycling), and this was consistently reflected across the organisation.

The medical team used an innovative and research-led approach to develop tailored treatment plans based on each rider’s individual needs. They understood the diverse needs of riders and delivered care and support in ways that met those needs and promoted equality and equity.

Riders and coaches, we spoke with during the inspection told us the medical team had an excellent understanding of riders’ individual needs, which was also reflected in the annual feedback.

Staff considered protected equality characteristics, social and cultural needs, and riders’ values and beliefs when developing treatment plans, and they listened to how riders wanted to receive care, treatment and support.

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Responsive

## Care provision, Integration and continuity

### Overall Score



► [How do we score this?](#)

### Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

The service identified and understood the specific health needs of riders on the world-class programme. Staff delivered joined-up, flexible care that supported choice and continuity. The service established agreements with other CQC-registered providers to deliver care to riders who were not located near the main centre.

The medical team insisted all riders registered with a GP and dentist, and they liaised closely with the riders' GP when required. For example, when a rider had a long-term condition or when treatment initiated by the medical team became long-term, staff transferred responsibility to the GP for continued care. When a rider left the world-class programme, the medical team developed a six-month transition plan and transferred all relevant healthcare records to the rider's GP.

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Responsive

## Providing Information

### Overall Score



▶ [How do we score this?](#)

### Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

The service supplied appropriate, accurate and up-to-date information in formats tailored to individual needs. Where needed, the service had access to interpreter services, including British Sign Language. Information provided by the service met the Accessible Information Standard. Riders were informed as to how to access their care records.

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Responsive

## Listening to and involving people

### Overall Score

[▶ How do we score this?](#)

### Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

### Processes

The service made it easy for riders to share feedback and ideas or raise complaints about their care, treatment and support. They involved riders in decisions about their care and communicated what had changed as a result.

Inspectors found that staff managed complaints in line with the service’s policy. Staff identified changes made as a result of riders’ feedback, including complaints, and the learning from these was evident.

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Responsive

## Equity in access

### Overall Score

[▶ How do we score this?](#)

### Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

The service ensured that riders accessed the care, support and treatment they needed when and where they needed it. They designed and equipped facilities to meet the needs of all riders, including para-riders. For those training away from the main site, staff arranged access to medical teams through service level agreements with other CQC-registered providers. Staff also enabled female riders to access female clinicians, if they wished.

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Responsive

## Equity in experiences and outcomes

### Overall Score



► [How do we score this?](#)

### Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

Staff and leaders actively listened to information about riders who were most likely to experience inequality in their care or outcomes and tailored their care, support and treatment in response. Riders provided positive feedback to the provider during the annual review and to CQC. Inspectors found that staff treated people equally and without discrimination. Leaders proactively sought ways to address barriers to improving rider experience. Staff understood the importance of providing an inclusive approach to care and made adjustments to support equity in experience and outcomes. The provider regularly spoke

The Great Britain Cycling Team Medical Facility - Independent Consulting Doctors with riders and their coaches to gather real-time feedback and also conducted an annual survey to capture feedback from riders and other professionals working alongside them.

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Responsive

## Planning for the future

### Overall Score



▶ [How do we score this?](#)

### Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

### Processes

Riders were supported by the medical team and GB Cycling as they left the world-class programme. This meant that they could have enough time to make informed decisions and complete any treatment. Care could be handed over to the riders' GP and arrangements made to access health care, if needed, outside of GB Cycling.

## Well-led

**Rating: Outstanding** ●

**Percentage Score: 89.00 %**

▶ [How do we score this?](#)

### Summary

This service is exceptionally well-led

## Commentary

We looked for evidence that service leadership, management and governance assured high-quality, person-centred care; supported learning and innovation; and promoted an open, fair culture.

This is the first inspection for this service since its registration with CQC. This key question has been rated as Outstanding.

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Well-led

## Shared direction and culture

### Overall Score



▶ [How do we score this?](#)

### Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

### Processes

Staff and leaders established a very clear shared vision, strategy and culture, which they based on transparency, equity, equality and human rights, diversity and inclusion, engagement, and a deep understanding of the challenges and expectations involved in supporting world-class riders to perform at the highest level. Leaders worked hard to create a positive culture of 'high challenge, high support' and implemented a clear evidence-based approach to their work.

Riders, staff, coaches and the wider Great British Cycling (GB Cycling) team demonstrated a strong commitment to the shared aims and objectives during the inspection, confirming that the medical team prioritised riders' physical and mental health throughout their elite-level careers. They established a culture where challenge was possible and rider health came before performance.

The Great Britain Cycling Team Medical Facility (Medical Facility) set an ambition to become the benchmark for elite sport. Evidence and published research showed the service was well on its way to achieving this ambition. Several tools developed by the medical team were already used across other elite sports, and their research and guidance influenced healthcare for elite athletes and grassroots communities, particularly in improving concussion care and protocols and enhancing treatment for female athletes.

The service also developed a mental health strategy and delivered a holistic approach to all aspects of riders' healthcare. Staff and riders described a psychologically safe environment and felt empowered to speak up and raise concerns to support learning and improvement. Staff remained highly motivated and consistently felt well-supported by leaders.

Equality, diversity and human rights approaches were embedded throughout the organisation and understood by all staff. Staff and leaders monitored and anticipated current and future risks to delivering the strategy, including changes in legislation, sports medicine and sport governing bodies.

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Well-led

## Capable, compassionate and inclusive leaders

### Overall Score



▶ [How do we score this?](#)

### Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

### Processes

Leaders at all levels demonstrated exceptional inclusivity and understood the context in which they delivered care, treatment and support. They embodied the culture and values of their workforce and organisation. Leaders possessed

the skills, knowledge, experience and credibility to lead effectively, and they always acted with integrity, openness and honesty.

Leaders held high levels of credibility not only within the Medical Facility but also across GB Cycling and elite sports more widely. They consistently fulfilled their commitments and communicated in transparent and accessible ways. Leaders maintained insightful and impactful oversight of the high-performance environment and accessed high-quality resources, support and development in their roles.

Leaders established a robust, credible framework through the development of an independent clinical governance committee to ensure that UK Sport governing bodies and the public could have confidence in the work of the medical team. Inspectors noted a strong awareness and oversight of organisational culture dynamics, and that all concerns were listened to.

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Well-led

## Freedom to speak up

### Overall Score



▶ [How do we score this?](#)

### Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

### Processes

The service fostered a positive culture where people felt they could speak up and their voice would be heard. The provider had established Freedom to Speak up arrangements and staff were aware of how to raise concerns and told us they were confident that if concerns were raised, they would be acted upon.

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Well-led

## Workforce equality, diversity and inclusion

### Overall Score

1 2 3 4

► [How do we score this?](#)

### Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

### Processes

The service valued diversity in its workforce and worked towards an inclusive and fair culture by improving equality and equity for all staff. Leaders put in place policies and procedures to promote diversity and equality. They addressed concerns related to discrimination and made adjustments to ensure all staff were valued.

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Well-led

## Governance, management and sustainability

### Overall Score

1 2 3 4

► [How do we score this?](#)

### Summary

Outstanding – This service is exceptional at maximising the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

Leaders and staff embedded governance effectively into the running of the Medical Facility. They established an independent clinical governance committee to maintain clinical governance standards and reported to the British Cycling Board.

The committee provided a robust framework of accountability to oversee the work of the medical team, monitor risk, stay up to date with sports governing bodies, and serve as a sounding board for staff and leaders. The clinical governance committee included an independent chair, a healthcare and sport legal advisor, a pharmacist, a sports physician, a sports scientist, the chief medical officer, and the British Cycling head of legal, compliance and safeguarding.

Alongside the clinical governance committee, leaders and staff defined clear day-to-day responsibilities, roles, systems of accountability and governance. They used these to manage and deliver high-quality, sustainable care, treatment and support. They always acted on the best available information about risk, performance and outcomes, and shared this securely with others when appropriate.

Staff and leaders implemented robust systems designed to be intelligent and responsive to best practice. These systems captured data to provide high-quality information that monitored performance, drove improvement and supported the development of evidence-based practice. Staff shared outcomes more widely with other elite sporting bodies where appropriate.

Managers met with staff regularly to complete appraisals and performance reviews. Staff accessed all required policies and procedures. Managers held regular meetings with staff to discuss clinical concerns and emerging risks, recorded any actions arising, and ensured these were shared with staff.

Staff took riders' confidentiality and information security seriously.

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Well-led

## Partnerships and communities

### Overall Score



► [How do we score this?](#)

## Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

The service understood its duty to collaborate and worked in partnership to ensure services operated seamlessly for riders. They shared information and learning with partners and collaborated to drive improvement. Staff regularly shared learning and best practice with others and developed exemplar protocols and clinical templates, which were later adopted by other elite sport medical facilities. They actively contributed to safe, effective practice and research.

The service also shared protocols and learning, where appropriate, with the public via the GB Cycling website for use in the community and at the grassroots level of sport. For example, the service published guidance on several health-related topics, including treating concussion and road rash, a common injury for riders who fall off their bikes on the road.

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Well-led

## Learning, improvement and innovation

### Overall Score

1 2 3 4

► [How do we score this?](#)

## Summary

Outstanding – This service is exceptional at maximising the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

## Processes

The Medical Facility focused strongly on continuous learning, innovation, and improvement across the organisation and the wider field of elite sports medicine. Staff and leaders encouraged creative approaches to delivering high-quality care within the evolving environment of world-class cycling. They drove improvements, shared expertise across world-class cycling, and contributed to safe, effective practice and research. They led the development and dissemination of best practice.

Leaders and staff built a wide range of external networks, participated in and led research to continually learn and develop innovative approaches to the care and treatment of world-class cyclists. One area in which they led was the development of research and guidance to accelerate understanding of the specific medical needs of female athletes competing at the highest level. For example, they published the *Cycling Pregnancy and Postpartum Guidance* and joined the sport's gynaecological forum as active members.

They embedded a proactive approach to innovation, learning and development within a robust clinical governance framework across the organisation, and the care and treatment they provided consistently reflected evidence-based practice.