

Food and Drink Strategy

2025-2028

Outstanding Food and Drink
Services for One + All



Outstanding
Care for One+All

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Welcome

Welcome to our first Food and Drink strategy. Good nutrition and hydration are fundamental to the wellbeing of patients and staff.

This strategy sets out our commitment as a Trust to provide high quality and nutritious food and drink in a sustainable way to meet the needs of our patients, staff and visitors to the Trust.

In summary, our vision is:

Outstanding Food and Drink for One and All.

This is underpinned by our three strategic priorities of:

SUPPORTED AND VALUED PEOPLE

We will develop and retain a high calibre food and drink workforce, including in-house specialists in dietetics and food safety. We will provide funded training opportunities for our people to develop the complex skills necessary to thrive.

SAFE HIGH QUALITY CARE

We will maintain a high quality 24/7 food service provision, designed to meet the specific needs of our staff, patients and visitors.

JOURNEY OF IMPROVEMENT

We will monitor and improve our compliance with the national food and drink standards, with a particular focus on sustainable procurement, and the reduction of food waste.

Foreword

I am pleased and proud to support the Estates and Facilities team in the development and delivery of this strategy.



The availability of high quality, nutritious, locally sourced and sustainable food is a vital foundation in the care and recovery of our patients and equally in the welfare of our colleagues across Royal Cornwall Hospitals NHS Trust, who work tirelessly to provide care and deliver our services.

This strategy represents an important update in our journey of continuous improvement, and I continue to support our teams to challenge and pursue improvement at every opportunity.

Brian Johnson Director of Estates and Facilities

Welcome to our Food and Drink strategy which aims to create a strong foundation for the provision of nutrition for our patients, staff and visitors.



The risk of malnutrition and dehydration is significant within our patient group and is known to result in poor patient's outcomes; therefore, good nutrition and hydration is an essential part of patient's treatment and recovery during a hospital admission.

This strategy sets out aims to deliver our commitment for high quality nutritional care for the health and well-being of those we care for.

Kim O'Keeffe, Deputy Chief Executive and Chief Nursing Officer

Introduction

Good nutrition and hydration are fundamental to the wellbeing of patients and staff – this is underpinned by a strong and sustainable food and drink offering across our Trust.

Our Food and Drink Strategy for Royal Cornwall Hospitals NHS Trust outlines how we will ensure that we provide high quality and nutritious food and drink to our patients, staff and our visitors. Within the organisation, strategic direction for food and drink is developed and monitored through the Nutrition Steering Group.

We aim to provide a personalised experience for every patient and service user by ensuring that the food and drink we provide is of a high quality, and that the dining experience is of a consistently high standard.

We recognise that delivering high quality nutritional care and food services involves a wide range of staff and services across our organisation.



Key to delivering this, is a thriving catering service, which has strong relationships with our clinical teams, to plan and deliver an effective food and drink offering to one and all.

we will ensure that we provide high quality and nutritious food and drink to our patients, staff and our visitors.

This strategy sets out our commitment as an organisation to continually develop our food and drink offering, supporting our patients through their recovery, and enabling all to make healthy, and nutritious food and drink choices.

Our Food and Drink Strategy describes how we will meet our national standards, and in doing so, ensure we provide a safe and high-quality service for one and all.

Strategic Context

National Standards

In order to provide the highest quality and nutritional value of food for NHS patients, staff and visitors, the National Standards for Healthcare Food and Drink (2022), require organisations to meet the following standards:

- Organisations must have a designated board director responsible for food (nutrition and safety) and report on compliance with the healthcare food and drink standards at board level as a standing agenda item.
- Organisations must have a food and drink strategy.
- Organisations must consider the level of input from a named food service dietitian to ensure choices are appropriate.
- Organisations must nominate a food safety specialist.
- Organisations must invest in a high calibre workforce, improved staffing and recognise the complex knowledge and skills required by chefs and food service teams in the provision of safe food and drink services.
- Organisations must be able to demonstrate that they have an established training matrix and a learning and development programme for all staff involved in healthcare food and drink services.
- Organisations must monitor, manage and actively reduce their food waste from production waste, plate waste and unserved meals.
- NHS organisations must be able to demonstrate that they have suitable 24/7 food service provision, which is appropriate for their demographic.

In addition, within the Trust we also support delivery of food and drink focused national Commissioning for Quality and Innovation (CQUIN) requirements – which support organisation to improve the quality of the service provided through a nationally agreed framework.



The Importance of Nutrition

A balanced diet is essential for health and wellbeing. Most patients, staff and visitors should aim, where medically appropriate, for a healthy balanced diet. There are a wide range of damaging effects caused by poor nutrition. Malnutrition is a serious condition that can occur when a person's diet, does not contain the correct amount of nutrients or is caused by not having enough to eat.



The Eatwell Guide is the Government's official guidance setting out the types of foods and the proportion of those foods people should eat to have a healthy, nutritious diet. However, we know that for our patients, we must consider a personalised approach taking into account their own nutrition and hydration needs. We look to the British Dietetic Association Digest (BDA) for further guidance.

We also recognise that food and drink requirements for our staff and our patients can be rooted in cultural requirements too – as an organisation we are obliged to be aware of these and meet these needs wherever possible. The quality and choice of food we offer is important to our patients and our staff.

The Importance of Hydration

Water is a basic nutrient of the human body and is critical to human life; good hydration is the process of maintaining a healthy water balance in the body. It can also reduce the need for medication and prevent illness.

Timely and appropriate use of fluid balance observation and recording is an essential tool in determining adequate hydration. We will ensure that all patients are supported to remain hydrated, as well as our staff so that they are enabled to provide the best care possible.



Enabling Access (Patients)

The Francis Report highlighted that nutrition and hydration are basic requirements and, as such, must form an essential part of the patient's stay and recovery.

All too often in many hospitals we know nutritious food remains uneaten, resulting in patients being unable to meet their nutritional needs. Our ward teams will take every effort to ensure that our patients are enabled to access the right food and drink for their needs.

This is underpinned by:

- Appealing, planned menus in line with BDA Digest Standards and Government Buying Standards for Food and Catering Services (GBSF) for nutritional content, developed in conjunction with clinical staff and patients.
- Varied menu options that meet patient's religious, cultural, and dietary needs and to enable personal choice, which reflects the diversity of the local population.
- Availability of modified texture diet options as required for patients who have particular medical needs, including swallowing difficulties.
- Availability of other therapeutic diets such as a renal suitable meals for specific patient groups, including healthier choices which meet the needs of our patients with diabetes.
- Availability of seasonal menus and special event menus, promoting inclusion and participation.
- A choice of large, standard and small portions, ensuring that portion sizes are flexible and able to meet the nutritional
- Staff that are trained be able to offer advice on menu choices, suitability of products for all special diets and ethical/ cultural requirements.
- Ensuring meals are served promptly.
- Ensuring appropriate help is available for patients who require assistance.
- Procuring easy opening packaging, in accordance with International Standard ISO17480, or that assistance is given where needed.
- Making food appetising by having condiments available when serving meals to patients, for example, horseradish sauce with roast beef.



- Referring any patient, whose needs cannot be met by the available menus to the Dietetic team who will assess the patient's nutritional needs and aim to optimise their diet via suitable menu choices, wherever possible.
- Providing an alternative meal or snack if a patient misses a meal.
- Providing access to hot meals and snacks 24 hours a day.
- Ensuring snacks are offered at least twice a day to patients between meals, and especially in the evening to reduce the time from the evening meal to breakfast the next day. With an emphasis on higher energy snacks offered to the nutritionally vulnerable as and when required.
- Providing written and pictorial information of the menus available and information of related to service provision as needed.
- Encourage the use of dining/day rooms at mealtimes, and/or ensuring the environment is conducive to eating and drinking.
- It is important to recognise that retail outlets are also another important option for patients. Where some patients may have menu fatigue, or where clinically safe to do so, patients may be able to go to a hospital retail outlet with family/ friends/ careers to eat together. This can be extremely important not only for the patient's nutrition and hydration requirements and recovery, but also for mental health.
- Locally, it is important for us to ensure that the food and drinks we offer are sustainably sourced – noting that a focus on sustainability is important both to our staff and as such is reflected in our Trust Strategy, but also is a strongly held view across Cornwall and the Isles of Scilly, meaning it is also important to our staff and visitors too.

Enabling Access (Retail)

More broadly, access to sustainable, healthy and nutritious food can support staff to deliver high quality care and by supporting their health and wellbeing:

- Staff and visitors are both likely to benefit from food services that encourage them to make healthier choices.
- We have not only considered the food served to patients in wards, but the whole food environment of the hospital, including shops, restaurants, cafés, canteens and vending machines and spaces where staff can prepare their own meals. These environments must reinforce public health messages about healthy eating and make it possible, and easy, for staff and visitors to choose healthy options.

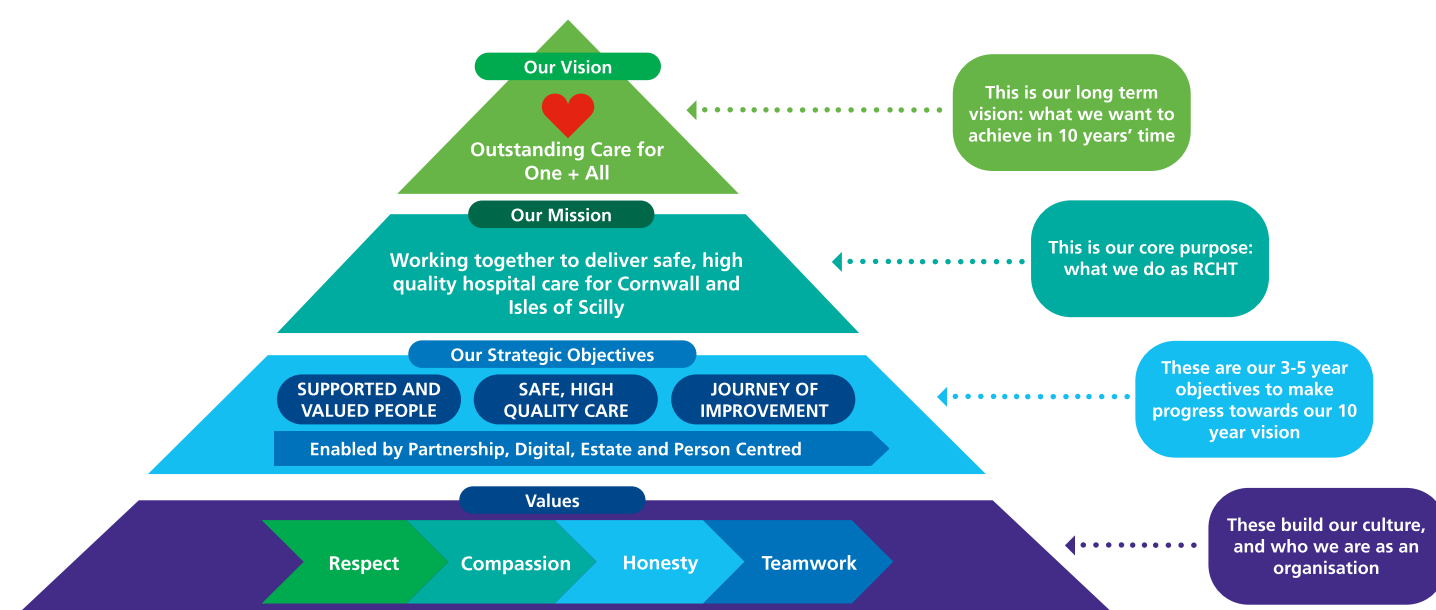


Our Overarching Trust Strategy

At Royal Cornwall Hospitals NHS Trust,
our vision is:

Outstanding Care for One + All.

To deliver our vision, we have developed three key strategic goals, which are underpinned by our values:



Our Trust strategy guides all that we do at Royal Cornwall Hospitals NHS Trust and frames the development of our Food and Drink Strategy too. We will use the Trust's overarching objectives and priorities to guide our approach – ensuring that we support our Trust to meet our ambitious vision of outstanding care for one and all, through providing a safe, high quality, and sustainable food and drink service which we can all be proud of.

Where Are We Now?

Our Current Service

As an organisation, we are responsible for meeting the food and drink needs of:

- Patients, visitors and staff at Royal Cornwall Hospital, Truro.
- Patients, visitors and staff at West Cornwall Hospital, Penzance.
- Patients, visitors, and staff at St Michael's Hospital, Hayle.

Alongside our core role in offering healthy and high-quality food and drink to our patients, we also operate the following commercial food and drink outlets:

- Trelawney Coffee Shop.
- Our flagship restaurant, The Royal.
- The Knowledge Spa coffee shop.
- The Coffee Pod at West Cornwall Hospital.
- The Coffee Pod at St Michael's Hospital.
- Vending machines across our hospitals.
- Smart fridges, facilitating out of hours options.
- Commercial services also offer food and drink options - though it should be noted that this is outside the scope of our Food and Drink Strategy as contracted services.
- We offer corporate hospitality and cater events throughout the organisations calendar.



Key achievements so far

The Trust has continued to develop and enhance its food and drink offering across the Trust, supporting the provision of safe and high-quality care.

Examples of some of our achievements in recent years include:

- Continuing to protect mealtimes for our patients – so that we maintain an emphasis on the importance of nutrition as part of safe, high-quality care.
- The reintroduction of the Nutritional Steering Group in January 2024.
- We upgraded our main kitchen facilities at Royal Cornwall Hospital in 2024, providing a better working environment for our teams.
- We proudly support Trust-wide initiatives such as Black History Month, whereby we have introduced some themed menu changes to enable our staff to try cuisine from other cultures.
- The introduction of water fountain stations across our estate, underpinning the #butfirstadrink initiative, supporting all to stay hydrated.
- The Trust has a purpose-built central production unit, Sustenance, where all the patient meals on our patient menu and sold in our own retail outlets are made.
- Our meals served are compliant with the British Dietetic Association Guidelines.
- We're proud that we have strong local partnerships and 70% of our suppliers are based in Devon and Cornwall.



CASE STUDY:

The central food production unit, Sustenation.

Producing healthy, nutritious, and delicious products is at the heart of the team at Sustenation. Our patient meal range is compliant with the British Dietetic Association guidelines.

Sustenation was initially part of a wider project intended to repatriate the production of food consumption by NHS patients in Cornwall, thereby contributing to the economic regeneration of the county.

Sustenation opened in 2008 with the capacity to produce over 7,000 portions per day providing patient and retail meals for various hospitals in the South West, signature dishes and items for independent catering businesses, and meals for care homes and primary schools throughout Cornwall.

Sustenation delivers significant benefits to the community, including increasing the percentage of food budget spent with local producers and suppliers. Reducing the distance food travels to reach the customer has a positive environmental impact. Today 70% of our suppliers are based in Cornwall and Devon.



The unit has won several awards since it opened.

- Health Business Awards 2008 Hospital Catering Award
- Health and Social Care Awards 2008 Commitment to tackling climate change.
- Community Partnerships Award 2010
- Choose Cornish finalist 2014

Additionally, Sustenation successfully secured a place on the NHS Supply Framework, allowing it to supply other NHS Trusts.



What challenges do we face that we need to respond to?

Along with meeting our service standards, we know that we have a number of local challenges that we need to respond to.

Recruitment into hospitality roles remains challenged, both locally in Cornwall and nationally – we need to position ourselves strongly within the market, making the most of our strong reputation as an NHS employer.

Similarly, we continue to face financial pressures as an organisation which also impact upon our food and drink provision. For example, we need to respond to the increasing costs of delivering our services due to inflation, amid a changing expectation from our patients and visitors in terms of the variety of foods we offer.

Catering to growing and changing diet trends and our ambitions to offer sustainable menus also means we have additional costs to manage to cater to all.

We have undertaken an analysis of our strengths and weaknesses as a service, which will enable us to plan for what we want to deliver through our strategy. This is summarised as follows:



SWOT Analysis of our current service

Strengths

- Strong team with a sound knowledge base and skill set.
- Nutrition care plans in place.
- IDDSI (International Dysphasia Diet Standard Initiative) meals available for patients - good range and selection for patients.
- Strong relationship between catering, dietetics and Speech and Language Therapy team.
- Nutrition Steering Group in place and making progress.

Weaknesses

- Ongoing recruitment challenges within the service and in ward areas.
- Awareness across all wards and services on the full meal options available.
- Visibility and knowledge of snack ranges on the wards.
- Efficiency of out of hours food ordering/delivery.
- Short opening hours.

Opportunities

- Seeking to appoint a named Food Service Dietician.
- Improvements to ensure nutritious, well balanced meals - increase ranges to meet patient need.
- Sustainability patient - continuing to make improvements in food waste, packaging, local suppliers where possible.
- Growing our retail offering.

Threats

- Inflation: rising cost of food and the subsequent erosion of retail profit.
- Increasing demand for specialist diets.
- Demographics of Cornwall - we have an ageing population and increasing complex needs for our patients.
- Staff retention and recruitment.
- Changes to working patterns across the Trust reducing footfall through our retail outlets.

Our Strategy

We need to ensure that we align our service strategy to our national standards. Using our Trust's 3 strategic objectives of Supported and Valued People; Safe, High Quality Care and Journey of Improvement, we have mapped in our standards, and used this to set our internal strategic objectives for Food and Nutrition at Royal Cornwall Hospitals NHS Trust, against a vision of Outstanding Food and Drink for One and All.

The following diagram shows how the national standards align with our strategic aims as a Trust.

Supported and Valued People	Safe, High Quality Care	Journey of Improvement
We will become a great University Hospital, known for its excellence in supporting staff in wellbeing, training and development and career pathways.	We will provide safe, high quality care, refining our model of care to be person-centred and as close to home as possible.	We will embed a culture of learning, leadership and improvement across the Trust, focussed on core business, and grow our reputation for research.
National Standards Invest in high calibre workforce, improved staffing and recognise the complex knowledge and skills required by chefs and food service teams, in the provision of safe food and drinks services. Have an established training matrix and a learning and development programme for all staff involved in healthcare food and drink services. Consider the level of input from a named food service dietitian to ensure choices are appropriate. Nominate a food safety specialist.	National Standards Have suitable 24/7 food service provision, which is appropriate for their demographic.	National Standards Have a designated board director responsible for food (nutrition and safety) and report on compliance with the healthcare food and drinks standards at board level as a standing agenda item.
We will... Develop and retain a high calibre food and drink workforce, including in-house specialists in dietetics and food safety. We will provide funded training opportunities for our people to develop the complex skills necessary to thrive.	We will... Maintain a high quality 24/7 food service provision, designed to meet the specific needs of our patients and customers.	We will... Monitor and improve our compliance with the national food and drinks standards, with a particular focus on the reduction of food waste.

Outstanding Food and Drink for One + All.

Our Trust Objectives
Our Service Objectives
What we will do

Supported and Valued People

We will develop and retain a high calibre food and drink workforce, including inhouse specialists in dietetics and food safety. We will fund training opportunities for our people to develop the complex skills necessary to thrive.

Attracts

We will right-size our workforce through recruitment of specialist roles and adopting new ways of working to ensure we have the correct resource capacity to deliver our plans.

Includes

We will ensure our Dietetic and SLT teams continue to work closely with patient catering, with recruitment to a food services Dietitian to meet national standards.

Develops

We will seek to stabilise the patient catering workforce so that a consistent, comprehensive standard of training can be achieved across the team. We will explore opportunities for leadership development across all teams.

Thrives

We will continue to provide a staff discount on hot food. We will extend our retail unit opening times and broaden the range of products available to customers including our 24/7 offer.

Safe, High Quality Care

We will maintain a high quality 24/7 food service provision, designed to meet the specific needs of our patients and customers.

Safe

We will ensure patients have access to quality, nutritious foods that meet their specific dietary needs. Ensure patients, visitors and staff have access to food, and drink 24 hours a day.

Effective

We will improve communication between ward teams and patient catering to ensure patients receive appropriate food and drink.

Person and population focussed

We will respond to patients and staff feedback and expand the range of specialist diet menu choices available to patients. We will continue to support a person focused approach through the Nutrition Steering Group.

Care closer to home

We will continue to support the 'Going Home Bags' initiative, supporting patients to have food available upon their return home following a hospital stay.

Journey of Improvement

We will monitor and improve our compliance with the national food and drink standards, with a particular focus on the reduction of food waste.

Quality Improvement and Innovation

We will embrace quality improvement, seeking to support us to continuously improve our approach and services.

Research and Development

We will encourage a research-active workforce across our teams, maximising the associated opportunities for income generation.

Financial Stability

We will explore cost improvement initiatives including a 'food first' approach to reduce reliance on nutritional supplements. We will measure our waste streams to inform reduction initiatives.

Sustainability

We will continue to participate in the Systemwide Sustainable Food Group and increase customer awareness of our net zero endeavours by displaying information in the restaurant such as food miles per meal. We will maintain our high levels of locally sourced food and specify a desirability for electric vehicle in our food contracts.

Partnership

We will continue to engage with the Hospital Caterers Association and systemwide working groups to share learning, promote our catering model and align initiatives where appropriate including social prescribing,

Digital

We will implement electronic bedside ordering for patient meals and introduce a new wellbeing portal to enhance information, reassurance and choice to our patients.

Estate

We will expand our retail services to new spaces within the new Womens and Children Hospital and seek refurbishment of the Royal restaurant area. We will explore the redesign of ward kitchens to increase storage and improve space utilisation. We will introduce digital advertising.

Person Centred

We will involve patients and customers in the development of new menus and specialist meals, inviting them to try samples and provide feedback.

Delivering the Royal Cornwall Hospitals NHS Trust Food and Drink Strategy

The following table sets out our strategy delivery plan.

Domain	Priority	Actions to help us to deliver these priorities.	Measure of success
Supported and Valued People	We will right-size our workforce through the recruitment and retention of specialist roles and adopting new ways of working to ensure we have the correct resource capacity to deliver our plans.	Recruit a new Food Services Dietitian.	A reduction in vacancy rates across catering teams. Reduced sickness rates. Reduced turnover.
	We will ensure our Dietetic and Speech and Language Therapy (SLT) teams continue to work closely with patient catering, with recruitment to a food services Dietitian to meet national standards.	Regular Food Matters meetings with Multidisciplinary Team representation. Recruit to new Food Services Dietitian.	Quarterly food matters meetings. Recruit to new Food Services Dietitian.
	We will seek to stabilise the patient catering workforce such that a consistent, comprehensive standard of training can be achieved across the team. We will explore opportunities for leadership development across all teams.	Link with Dietetic and SLT teams to ensure training is safe and effective.	Training compliance within patient catering.
	We will continue to provide a staff discount on hot food. We will extend our retail unit opening times and broaden the range of products available to visitors including enhancing our 24 hour provision.	Regular review of retail opening provision.	Staff feedback on quality and range of provision.
	We will ensure our staff can remain well hydrated at work through ensuring access to water bottle stations and ward-based water fountains.	Ensure water fountains and refill stations are maintained, and that staff are encouraged to use them.	Issues relating to water fountains to be reported via Water Safety Group for monitoring.

Domain	Priority	Actions to help us to deliver these priorities.	Measure of success
Safe, High Quality Care	We will ensure patients have access to quality, nutritious foods that meet their specific dietary needs. Ensure patients, visitors and staff have access to food and drink 24 hours a day.	Introduce electronic menus. Ensure availability of pictorial menus/easy read menus. Menus analysed to ensure compliance to national standards. Catering hotline for out of hours meal ordering. To provide training on specialist diets including IDDSI.	n/a n/a BDA Compliance Volume of calls. Staff trained in specialist diets.
	To improve communication between ward teams and patient catering to ensure patients receive appropriate food and drink.	Introduce a regular audit and review of the handover process from ward to catering.	Audit outcomes demonstrate an improvement.
	We will respond to patient and staff feedback and expand the range of specialist diet menu choices available to patients. We will continue to support a person focused approach through the Nutrition Steering Group.	Regular review of patient feedback, with summary reports shared through Nutrition Steering Group.	Positive feedback received from our patients, staff and visitors.
	Continue to support 'going home bags' and improve the use of these.	Engagement in going home bag project.	n/a

Domain	Priority	Actions to help us to deliver these priorities.	Measure of success
Journey of Improvement	We will embrace the use of quality improvement to support continuous improvement across our services.	Identify appropriate team members to attend Quality Improvement Ambassador training.	n/a
	We will encourage a research-active workforce across our teams, maximising the associated opportunities for income generation.	Participation in appropriate research-based projects as they are identified.	Quality Improvement Ambassadors identified within the team.
	We will explore cost improvement initiatives including a 'food first' approach. We will measure our waste streams to inform reduction initiatives.	Participation in cost improvement programme. Food waste stream measuring implemented.	Savings demonstrated. Reduction in waste.
	We will continue to participate in the Systemwide Sustainable Food Group and increase visitor awareness of our net zero endeavours by displaying information in the restaurant such as food miles per meal. We will maintain our high levels of locally sourced food and specify a desirability for electric vehicles in external food contracts.	Proactive communications in our retail spaces demonstrating our sustainable approach. Continue to identify local suppliers where possible.	Proportion of local suppliers continues to increase.

Domain	Priority	Actions to help us to deliver these priorities.	Measure of success
Enablers	We will continue to engage with the Hospital Caterers Association and systemwide working groups to share learning, promote our catering model and align initiatives where appropriate including social prescribing.	Continued participation in national and regional working groups.	n/a
	We will implement electronic bedside ordering for patient meals.	Roll out of electronic system.	Roll out completed.
	We will expand our retail services to new spaces within the new Women's and Children's Hospital and seek refurbishment of the Royal restaurant area. We will explore the redesign of ward kitchens to increase storage and improve space utilisation.	Plan for retail provision in Women and Childrens Hospital build agreed. Plan for ward kitchen redesign scoped for initial feasibility.	Retail provision expansion into new build. Agreed specification for future ward kitchen redesigns.
	We will involve patients and visitors in the development of new menus and specialist meals, inviting them to try samples and provide feedback.	Patient focus groups to test menu changes.	Evidence of patient feedback influencing our menus.

Appendix 1. Governance Information

Information Category	Detailed Information
Document Title:	Food and Drink Strategy 2025-2028 (version 1.0)
This document replaces (exact title of previous version):	New Document
Date Issued/Approved:	September 2025
Date Valid From:	September 2025
Date Valid To:	September 2028
Author/Owner:	Helen Tyler - Senior Facilities Manager
Contact details:	Helen.tyler3@nhs.net
Brief summary of contents:	Strategy for food and drink services, Royal Cornwall Hospitals NHS Trust
Suggested Keywords:	Food, Drink, Strategy, Nutrition, Retail, catering, hydration, meal
Target Audience:	RCHT: Yes CFT: No CIOs ICB: No
Executive Director responsible for Policy:	Brian Johnson, Director of Estates and Facilities
Approval route for consultation and ratification:	Nutrition Steering Group
Manager confirming approval processes:	Nathalie Purchase, Head of Strategic Development
Name of Governance Lead confirming consultation and ratification:	Philip Bond, Head of Performance Improvement, Governance and Compliance
Links to key external standards:	British Dietetic Association National Standards for Healthcare Food and Drink
Related Documents:	Nutrition and Hydration Strategy (in development).
Training Need Identified:	None arising as a direct result of this strategy.
Publication Location (refer to Policy on Policies – Approvals and Ratification):	Internet and Intranet
Document Library Folder/Sub Folder:	EstatesandFacilities/Facilities

Date	Version Number	Summary of Changes	Changes Made by
September 2025	1.0	Initial issue for review	Helen Tyler, Nathalie Purchase

All or part of this document can be released under the Freedom of Information Act 2000.

All Policies, Strategies and Operating Procedures, including Business Plans, are to be kept for the lifetime of the organisation plus 6 years.

This document is only valid on the day of printing.

Controlled Document.

This document has been created following the Royal Cornwall Hospitals NHS Trust The Policy on Policies (Development and Management of Knowledge Procedural and Web Documents Policy).

It should not be altered in any way without the express permission of the author or their Line Manager.



Appendix 2. Equality Impact Assessment

Section 1: Equality Impact Assessment (EIA) Form

The EIA process allows the Trust to identify where a policy or service may have a negative impact on an individual or particular group of people.

For guidance please refer to the Equality Impact Assessment Policy (available from the document library) or contact the Equality, Diversity, and Inclusion Team Royal Cornwall Hospitals NHS Trust.inclusion@nhs.net

Information Category	Detailed Information
Name of the strategy/policy/proposal/service function to be assessed:	Food and Drink Strategy
Department and Service Area:	Facilities
Is this a new or existing document?	New
Name of individual completing EIA (Should be completed by an individual with a good understanding of the Service/Policy):	Nathalie Purchase, Head of Strategic Development
Contact details:	rch.strategy@nhs.net

Information Category	Detailed Information
Policy Aim - Who is the Policy aimed at? (The Policy is the Strategy, Policy, Proposal or Service Change to be assessed)	This strategy sets out a specific food and drink strategy for Royal Cornwall Hospitals NHS Trust.
Policy Objectives	To support compliance with national standards. To set out a medium term strategy for food and drink at Royal Cornwall Hospitals NHS Trust.
Policy Intended Outcomes	To offer a safe, high quality food and drink offering to patients, visitors and staff at Royal Cornwall Hospitals NHS Trust
How will you measure each outcome?	Strategy Delivery Plan – Nutrition Steering Group
Who is intended to benefit from the policy?	Patients, Staff, Visitors

Information Category	Detailed Information
Who did you consult with? (Please select Yes or No for each category)	- Workforce: Yes - Patients/visitors: No - Local groups/system partners: Yes - External organisations: No
Please list the individuals/groups who have been consulted about this policy.	Please record specific names of individuals/ groups: Nutrition Steering Group
What was the outcome of the consultation?	Draft Strategy
Have you used any of the following to assist your assessment?	National or local statistics, audits, activity reports, process maps, complaints, staff, or patient surveys: National Standards underpin the Strategy

Impact
Following consultation with key groups, has a negative impact been identified for any protected characteristic? Please note that a rationale is required for each one. Where a negative impact is identified without rationale, the key groups will need to be consulted again.

Information Category	(Yes or No)	Detailed Information
Age	No	No adverse outcomes are intended through the implementation of this strategy
Sex (male or female)	No	No adverse outcomes are intended through the implementation of this strategy
Gender reassignment (Transgender, non-binary, gender fluid etc.)	No	No adverse outcomes are intended through the implementation of this strategy
Race	No	No adverse outcomes are intended through the implementation of this strategy
Disability (e.g. physical or cognitive impairment, mental health, long term conditions etc.)policy?	No	No adverse outcomes are intended through the implementation of this strategy
Religion or belief	No	No adverse outcomes are intended through the implementation of this strategy
Marriage and civil partnership	No	No adverse outcomes are intended through the implementation of this strategy
Pregnancy and maternity	No	No adverse outcomes are intended through the implementation of this strategy
Sexual orientation (e.g. gay, straight, bisexual, lesbian etc.) outcome?	No	No adverse outcomes are intended through the implementation of this strategy

A robust rationale must be in place for all protected characteristics. If a negative impact has been identified, please complete section 2. If no negative impact has been identified and if this is not a major service change, you can end the assessment here.

I am confident that section 2 of this EIA does not need completing as there are no highlighted risks of negative impact occurring because of this policy.

Name of person confirming result of initial impact assessment: Nathalie Purchase

If a negative impact has been identified above OR this is a major service change, you will need to complete section 2 of the EIA form available here: [Section 2. Full Equality Analysis](#)



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Good nutrition and hydration are fundamental to the wellbeing of patients and staff – this is underpinned by a strong and sustainable food and drink offering across our Trust.



Food and Drink Strategy

2025-2028

Outstanding Food and Drink Services for One + All

Version: 1.0

Authors: Nathalie Purchase and Helen Tyler

Approval Date: September 2025

