

UK Food Supply Chain Serious Incident Escalation and Management Protocol Training RFP

Purpose

To build members' capability to identify, assess, escalate, manage and remediate serious labour rights and human rights issues within global food supply chains. Drawing on practical experience of implementing the UK Food Supply Chain Serious Incident Escalation and Management Protocol and wider industry whistleblowing and helpline case-management processes, the training will provide participants with a clear framework for responding to complex and high-severity issues. It will support more effective, coordinated and accountable issue management across the sector.

Overall intended project impact: To strengthen members' capability to respond to serious labour rights and human rights issues consistently, collaboratively and in line with recognised good practice, supporting more timely escalation, effective remediation and accountable case closure across food supply chains.

Audience

- Human Resource and Human Rights practitioners and ethical trade teams
- Technical, compliance and audit managers
- Procurement and responsible sourcing teams
- Senior leaders involved in escalation and crisis decision-making

Learning Objectives

- By the end of the session participants will be able to:
- Distinguish between routine grievance management issues and serious issues requiring internal and external escalation. Understand the role of the UK Food Supply Chain Escalation Protocol and when it should be used.
- Understand how serious issue management links to company crisis management and incident response procedures.
- Apply a structured approach to triage, risk assessment and escalation decisions, including when to appropriately engage law enforcement and third-party SMEs. How to progress once enforcement/regulatory bodies are involved.
- Explore the expectations of external stakeholders and customers in SIEP issues, investigations and case closures.
- Navigate challenges relating to confidentiality, information sharing and case ownership.

- Guidance on appropriate internal record keeping and documentation for serious incidents and internal governance
- Feel confident on safeguarding and GDPR
- Identify good practice approaches to remediation, stakeholder engagement and case closure.
- Learn from real-world anonymised case studies and practical scenarios.
- Use the train-the-trainer slides and supporting materials to cascade key learning within their organisations.

Scope boundaries: The training should support decision-making and good practice but should not provide case-specific legal advice, duplicate individual members' internal investigation procedures or replace appropriate referrals to law enforcement, regulators, specialist safeguarding services or other competent authorities. Proposals should explain how these boundaries will be communicated to participants.

Key Topics

1. Understanding Serious Issues

- What constitutes a serious issue?
- Appropriate safeguarding and protections for any people that may be involved in the reporting of the issue
- Severity, scale and irremediability
- Why escalate and types of escalation e.g. distinction between notifying stakeholders of an issue and then escalating following the outcomes of an investigation.
- Escalation thresholds and decision-making criteria
- Common examples from food supply chains

2. Escalation Pathways and Governance

- Internal escalation routes
- Statutory reporting duties
- Crisis management and incident response procedures
- Roles and responsibilities across functions
- Senior leadership oversight and governance

3. The UK Food Supply Chain Escalation Protocol

- Purpose and scope of the protocol
- Referral and engagement pathways
- Multi-party collaboration and information sharing
- Benefits and limitations of collective action approaches

4. Case Management and Remediation

- Roles and responsibilities in the case management and remediation process
- Triage and initial response
- Stakeholder and worker engagement
- Developing corrective action and remediation plans including UNGP's causality
- Best practice investigations
- Monitoring progress and closure criteria
- Data recording and Institutional corporate memory

5. Practical Case Studies

- Anonymised examples from supply chains
- Small group exercises
- Common challenges and lessons learned
- Good practice examples

Confidentiality and information handling: Bidders must explain how they will protect confidential, commercially sensitive and personal information received during development and delivery. Case studies must be anonymised sufficiently to prevent identification of individuals, businesses or live cases. The successful provider will be expected to comply with applicable data-protection requirements, use secure arrangements for storing and transferring information, restrict access to authorised personnel and delete or return project information at the end of the contract as directed by FNET.

Reference Frameworks

The training will draw upon and make reference to:

- Company crisis management and incident response procedures.
- [UK Food Supply Chain Serious Incident Escalation and Management Protocol](#)
- UN Guiding Principles on Business and Human Rights.

- OECD Due Diligence Guidance for Responsible Business Conduct.
- Industry good practice on remediation and responsible business conduct.

Intended outputs: Development and delivery of one three-hour interactive workshop; facilitator slides and delivery notes; participant materials; practical anonymised case studies and exercises; an escalation and case-management checklist; a train-the-trainer slide deck that members can adapt for internal use; and a short post-session report summarising attendance, feedback, learning outcomes and recommendations for future FNET support. Following the initial delivery, the provider must review participant feedback and make agreed amendments to the training content and supporting materials before supplying the final versions. All final materials should be supplied in accessible, editable and PDF formats agreed with FNET. Subject to the quality and outcomes of the initial delivery, there may be opportunities for the provider to deliver the training on an ongoing basis; any further delivery, scope, fees and terms would be subject to separate negotiation and agreement.

Timeline and delivery plan: Proposals should set out a clear plan covering mobilisation and kick-off; review of source materials and relevant member procedures; engagement with a selection of members to share their experiences, internal processes and pain points, stakeholder consultation; development and review of draft content; quality assurance; finalisation of materials for the initial workshop; delivery of one workshop; participant evaluation; review of feedback; completion of agreed amendments; and submission of the final materials and post-session report. The plan should identify decision points, dependencies and the input required from FNET and participating members.

Project governance: The appointed provider will work with an FNET project lead and a small member reference group. FNET will provide relevant source materials and anonymised learning where appropriate, coordinate member input and approve key outputs. The provider will be responsible for project management, consultation, content development, quality assurance, delivery, evaluation and timely incorporation of agreed feedback. Proposals should explain how multistakeholder input will be gathered without creating delays or compromising confidentiality.

Format

- Interactive workshop of approximately three hours, delivered once under the initial commission.
- Facilitated discussion and peer learning
- Practical case study exercises
- Supporting guidance materials and escalation checklist

Expected Outcomes

Participants will leave with a practical understanding of how to assess and respond to serious issues, when to escalate concerns through formal mechanisms, how to integrate escalation

processes with wider crisis management procedures, and how to support effective remediation and resolution of cases. The training will also help inform the development of a longer-term model for serious issue escalation support within FNET membership services.

Outcomes and monitoring: The provider should design proportionate pre- and post-session evaluation using consistent questions. Evaluation should assess changes in participants’ understanding of escalation thresholds, confidence in triage and decision-making, ability to identify appropriate internal and external escalation routes, understanding of confidentiality, safeguarding and data-protection considerations, and confidence in developing remediation and closure plans. The post-session report should distinguish registrations, attendance and survey responses, summarise quantitative and qualitative findings, identify the amendments made to the training and supporting materials in response to participant feedback, and recommend priorities for future training or member support.

Budget: A budget of up to £7,500 is available for this work. This budget covers development, one delivery of the training, evaluation, agreed amendments following participant feedback and supply of the final materials. Proposals must provide a full itemised budget covering all project management, consultation, development, delivery, materials, evaluation and other associated costs. The total evaluated price, including VAT where applicable and all expenses, must not exceed £7,500. Proposals exceeding this ceiling will not be considered.

Proposal requirements: Submissions should include the proposed methodology and delivery approach; a detailed workplan and timetable; the names, roles and relevant experience of the delivery team; examples of comparable work and two references; arrangements for stakeholder consultation, quality assurance, accessibility, safeguarding, confidentiality and data protection; identified risks and mitigations; a full itemised budget showing days, rates, expenses and VAT for development, one delivery, evaluation and post-delivery amendments; assumptions and dependencies; and confirmation of availability to deliver within the required period. Any proposed subcontractors or delivery partners must be identified, together with their role and relevant experience. Bidders may also provide indicative rates for possible future delivery, but these must be shown separately and will not form part of the £7,500 budget or create any commitment to commission further work.

Evaluation criteria		
Criterion	Guiding questions	Weighting
Alignment with the brief	How well does the proposal demonstrate understanding of the purpose, intended impact, audience, learning objectives and required outputs? Are the proposed approach, workplan and timetable feasible and aligned with the brief?	30%
Expertise and resources	Does the proposed team have relevant experience in food supply chains, serious labour and human rights issue escalation, remediation, safeguarding and case management	15%

	learning? Are roles, capacity and any partner or subcontractor arrangements clear and credible?	
Cost and value	Is the itemised budget reasonable and competitive in relation to the proposed inputs and outputs? Does the proposal offer good overall value, including reusable materials or other benefits that strengthen longer-term member capability?	15%
Quality and practicality	Is the methodology clear, engaging and appropriate for a professional audience? Will the case studies, exercises, guidance, checklist and train-the-trainer materials be practical, accessible and capable of supporting application within member businesses?	15%
Risk, confidentiality and safeguarding	Does the proposal identify and mitigate delivery, information-handling and reputational risks? Are the arrangements for confidentiality, anonymisation, data protection, safeguarding and secure handling of sensitive information robust?	10%
Ethical standards and stakeholder engagement	Does the provider demonstrate ethical practices aligned with FNET's purpose and worker-centred values? Is there a credible approach to multistakeholder input, quality assurance and incorporation of feedback without compromising confidentiality or delivery timescales?	10%
References and comparable experience	Do the examples and references demonstrate successful delivery of comparable work and confidence in the provider's ability to deliver the required quality and outcomes?	5%

Submission requirements: Proposals should be submitted in PDF format by Wednesday 11 November 5pm to louise@foodnetworkforethicaltrade.com with 'SIEP Training RFP' in the email subject line. The RFP should also specify the deadline for clarification questions, expected notification date, anticipated contract award date and required project completion date. FNET will award the contract by 20 November 2026 for delivery by the end of January 2027.

Contracting and intellectual property: Appointment will be subject to contract. The contract will set out deliverables, milestones, responsibilities, review and approval arrangements, payment terms, confidentiality, data protection, cancellation and termination provisions. Unless otherwise agreed in writing, FNET will own the final project-specific materials created under the contract and will have the right to use, reproduce and adapt them for member training. Bidders should identify any pre-existing materials, third-party content or licensing restrictions included in their proposal.

Indicative sources and reference materials: The provider should draw on appropriate current guidance and may recommend additional authoritative sources. Relevant materials may include:

ACAS Whistleblowing at work <https://www.acas.org.uk/whistleblowing-at-work>

Jon Drimmer (GBI)

- Managing a Human Rights Crisis <https://vimeo.com/609789216?fl=pl&fe=cm>
 - Golden rules for managing a Human rights crisis
<https://vimeo.com/598832659?fl=pl&fe=cm>