



Meeting	Licensing Sub-Committee
Date and Time	Tuesday, 28th July, 2026 at 2.00 pm.
Venue	Walton Suite, Guildhall, Winchester and streamed live on YouTube at www.youtube.com/winchestercc

SUPPLEMENTARY AGENDA 1

Agenda Item.

3. Application for New Premises Licence, KFC Upper Brook Street, Winchester (LR612) (Pages 3 - 30)

(LR612 Appendix 4 – Additional information submitted on behalf of KFC Ltd)

City Offices
Colebrook Street
Winchester
SO23 9LJ

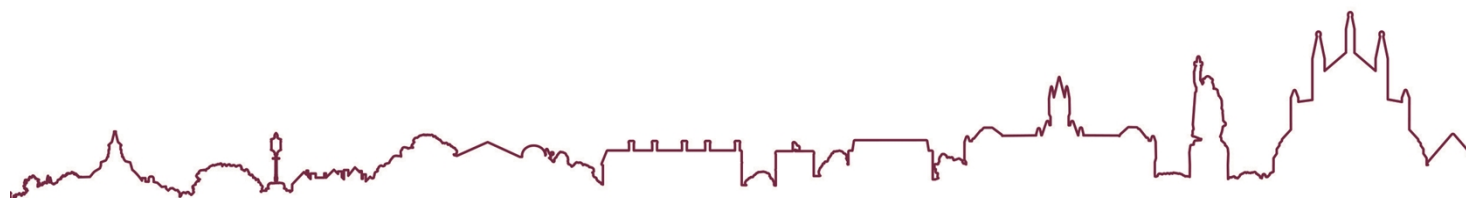
Laura Taylor
Chief Executive

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23 July 2026

Agenda Contact: Claire Buchanan, Senior Democratic Services Officer
Tel: 01962 848 438 Email: cbuchanan@winchester.gov.uk



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Dear Sirs

These submissions are provided on behalf of Kentucky Fried Chicken (Great Britain) Limited (KFC). The premises is KFC, 47 Upper Brook Street, Winchester, Hampshire, SO23 8DG

The submissions are structured as follows:

- The applicant
- The existing operation
- The application
- The representations
- The Law, Guidance and Policy
- The Committee considerations
- Conclusions

Attached to the submission are the following:

Annex 1 – KFC - Our commitment to being a good neighbour

Annex 2 – KFC - Development brochure

Annex 3 – Screenshot Late Night Licensing training (email)

The applicant

KFC will be well known to the committee and has operated in the UK and Ireland for 60 years. KFC currently operate some 1,012 restaurants across the UK. Of these 268 are operated directly by KFC with a further 744 operated by franchisees. This premises is operated by KFC directly; KFC currently operates some 80+ Premises Licences within their estate.

KFC's commitment to being a good neighbour (Annex 1) and their "Doing restaurants the right way" (Annex 2) documents were circulated to the Licensing Authority as part of a pre-application consultation exercise prior to the submission of the application. As a progressive business KFC are continually looking to upgrade

and reimagine the existing restaurants in their portfolio. KFC work collaboratively and cooperatively with Authorities and Officers throughout the country.

Application

The application only seeks the licensable activity of late-night refreshment; no other licensable activities are proposed.

The application seeks permission for customers, collections, deliveries, and dining in. Delivery collection being undertaken by delivery riders.

Late Night Refreshment

23:00 to 01:00 – Sunday through Saturday for customers collecting or dining in (restaurant)

23:00 to 05:00 – Sunday through Saturday (the morning following) for delivery collection only.

(No customer access into the restaurant after 1am).

Conditions

The application proposes conditions proportionate to the application, including the following, details contained within the agenda papers.

- Staff training
- CCTV
- Incident log
- Health and safety conditions
- Extract , ventilation and ducting maintenance
- Light switch off
- Delivery riders conduct rules including waiting/parking
- External patrols and litter collection

Pre-application consultation

Prior to the submission of the Licence application the applicant, sought to undertake pre-application consultation with the Licensing Authority and any Responsible Authorities the Licensing Authority saw fit to include. Additional conditions were

included within the application to those first proposed following engagement with the licensing Authority. These touch on signage, waste receptacles, sounding of horns and engines, delivery addressees.

No proposed amendments were proposed/made by officers as regards the operating schedule following submission of the application.

Representations

Two Representations have been received in opposition to the application. Namely a councillor and a resident.

The representations can be read for themselves.

- **Councillor Reach**

In summary the Councillor makes comment about; reported disorder on Upper Brook Street and nearby car parks, loitering and antisocial behaviour, motorbike deliveries causing noise, particularly in the early hours of the morning.

- **Mr Marinus**

In summary this resident makes comment about; the Upper Brook street's commercial corridor, the high concentration of student accommodation, disturbances from pedestrians and vehicles, increase in delivery vehicle movements after 1am, poor lighting on Middle Brook Street, the legality of electric bikes using cycle lanes, pedestrian safety between 1am and 5am, street lighting shortcomings, the likelihood of public order incidents on adjacent streets, the establishment of a precedent, amongst other points.

Whilst the objection seeks the refusal of the application, the representation invites the committee, if minded to grant the application to limit it to 1am and to attach robust conditions attaching to delivery management albeit also proposing that delivery services be prohibited within the licence, vehicle idling to be managed, and noise mitigation to be undertaken.

As regards these proposed conditions

1. No delivery collection service after 1am– this is not agreed.

2. A clear requirement for staff to actively manage delivery riders and drivers outside the premises, this is already proposed, see code of conduct and conditions.
3. No idling of delivery vehicles, mopeds, or cars outside or near the premises. - this can be agreed.

We also suggest that the committee give consideration to a condition that obliges a direct contact number for residents to report late-night disturbance to the premises manager.

Whilst we are respectful of the points that are raised we do not accept that there is evidence that can fairly allow for the conclusion that the application could and or should be refused.

We should add that delivery hours, whilst not referenced within the representations, in the sense of lorries delivering to the store, will not be extended because of this application.

This KFC premises does not have anti-social behaviour issues, either within the premises or in the immediate vicinity. There have been no complaints to the Customer Service Team, nor the premises. The licensee acknowledges that this premises will need to be managed carefully.

Responsible Authorities

The Responsible Authorities have not seen fit to serve a representation. It must fairly be concluded, in a process that obliges Licences to be granted absent objections, all the Responsible Authorities approve of the proposals before the Committee today. Certainly, it can be said with confidence that they did not consider that they had any evidence to suggest otherwise.

The Responsible Authorities are, put briefly, both the experts and custodians of the licensing policy and the licensing objectives. It is a powerful observation about this application that none seek to object, an observation that we respectfully submit should not be likely put aside by the committee when considering these issues. 9:12 of the national guidance is of note here, see below.

Planning

Planning permission for the extended hour now requested within the premises licence, was recently granted, in April 2026. This was granted on officer recommendation.

Three conditions attach to that permission, over and above the hour's restrictions, namely

- The means of extraction of fumes from the premises shall be maintained and operated in accordance with the details submitted and approved as part of the application
- Noise protection measures shall be maintained and operated in accordance with the details submitted and approved as part of the application
- The measures for the provision of storage and disposal of refuse from the premises shall be maintained and operated in accordance with the details submitted as part of the application

The reasons for such conditions address themselves to the protection of adjoining properties, ensuring neighbours are not disturbed, the protection of nearby occupiers' amenity.

Acoustic Survey

That application was accompanied by an acoustic survey, which concluded that neither the premises nor the activities could fairly be said to be likely to give rise to nuisance.

The acoustic survey contained the following observations

- *The context of the site is that it is a busy location where there are regular vehicle movements on the local road network day and at night.*
- *The predictions for delivery vehicles arriving in the loading bay show that the noise at Receptor 2 will be 17dBA over the course of an hour.*
- *This is 25dB lower than the typical background sound level and 36dB lower than the existing ambient noise environment and will therefore have no effect on the residents.*
- *The predictions for delivery vehicles leaving the loading bay at Receptor 2 will be 20dBA. This is 22dB lower than the typical background sound level and 33dB lower than the typical ambient sound level and will have no impact on the residents.*

- *The predictions for delivery vehicles passing Receptor 2 will be 38dBA. This is 4dB lower than the typical background sound level and 15dB lower than the typical ambient sound level and will have no impact on the residents.*

Additional observations

- Delivery drivers using the area late at night is not out of character for the local area, and the conditions offered and the commitment to being a good neighbour will allow the applicant to manage the levels of noise effectively.
- Our conditions oblige a code of conduct for delivery drivers which deals with lawful and legitimate parking and aims to prevent congregation in proximity to residential property.
- Domino's next door is licensed until 3am for deliveries (operates until 3am, possibly licensed later than that).
- Deliveries would be collected from the front of KFC, where a loading bay is located.

Operational Standards

Whilst not proposed as conditions within the licence the following operational standards will be brought to bear on the operation and by extension in many cases on the Licensing Objectives

1. CCTV coverage

The premises shall operate a digital CCTV system capable of providing recorded images of evidential quality.

The system shall cover all public areas internally, including the customer entrance, service counter and order points, and externally covering the customer entrance and immediate approach.

Recordings shall be retained for a minimum of 31 days and made available to police and the licensing authority on request, subject to data protection legislation.

2. Late-night operations training

All team members working between 23:00 and the licensed closing hour shall complete the KFC late-night operations module on the KFC Learning Zone training platform prior to working a late-night shift.

Training records shall be retained at the premises and made available to the licensing authority and police on request.

3. Conflict management training

All team members working between 23:00 and the licensed closing hour shall additionally complete the conflict management module on the KFC Learning Zone platform prior to working a late-night shift.

4. Rear access secured

The rear delivery door shall remain closed and locked at all times from 23:00 and shall not be used for customer or delivery rider access during late-night trading.

5. Walk-in cut-off and delivery-only operating model

From 01:00, the premises shall cease accepting walk-in customers. No further customers shall be admitted to the customer area. Between 01:00 and the licensed closing hour the premises shall operate on a delivery-only basis, serving orders placed via approved third-party delivery platforms. The last entry time for walk-in customers shall be clearly displayed at the customer entrance.

6. Controlled access for delivery riders

During delivery-only operating hours, a designated duty manager shall be stationed at the customer entrance to identify and admit authorised delivery riders only.

The customer entrance shall otherwise remain locked at all times.

7. External signage

Externally visible signage shall be displayed at the customer entrance from 01:00 advising customers that the premises is operating on a delivery-only basis and that walk-in service has ceased.

8. In-store ordering channels disabled

From 01:00, all in-store self-service kiosks and counter order points shall be powered down and out of service.

Orders shall be accepted only via approved third-party delivery platforms.

09. Designated late-night manager on duty

A trained late-night duty manager shall be on shift at all times between 23:00 and the licensed closing hour and shall be readily identifiable by uniform.

10. Three-person minimum staffing

A minimum of three team members shall be on duty at the premises at all times during late-night trading. Lone working shall not be permitted.

11. Incident and refusal log

A digital incident log (PRIME) shall be maintained at the premises recording any anti-social behaviour, calls to police, ejections, or other significant incidents during late-night trading.

The log shall be made available to police and the licensing authority on request.

12. Dispersal and noise management

External signage shall be displayed asking customers and delivery riders to leave the premises area quietly and with consideration for local residents.

13. Delivery rider management

Delivery riders shall not be permitted to congregate at the front of the premises.

Where space permits, a designated waiting area shall be marked away from the customer entrance – or within the premises?

14. Refuse collection restrictions

No commercial waste, including cardboard and dry recyclables, shall be moved to external storage or presented for collection between 23:00 and 07:00.

15. Cash control

No Cash held in tills during late-night trading. Tills will be closed with zero cash.

16. No persons under 18 working late

No person under the age of 18 shall be employed to work at the premises between 01:00 (or earlier?) and 06:00. Staff age verification records shall be maintained

The Law.

The Licensing Act 2003 (the Act) is solely concerned with the regulation of licensable activities, which includes late night refreshment (Section 1(d) of the Act).

A Licensing Authority must carry out its functions under the Act with a view to promoting the Licensing Objectives (Section 4(1) of the Act) which are:

- Prevention of crime and disorder
- Public safety
- Prevention of public nuisance
- Protection of children from harm

Where representations are made, the Authority shall disregard any information given by a party or person which is not relevant to their representation (Section 19(a) of the Act (Hearings) Regulations). In short, any representator can only speak to those matters and Licensing Objectives raised in their representation.

National Guidance

1.17 Each application must be considered on its own merits and in accordance with the licensing authority's statement of licensing policy. (We submit that precedent is not in and of itself a legitimate basis for refusal).

1.18 When making licensing decisions, all licensing authorities should consider the need to promote growth and deliver economic benefits.

2.26.. beyond the immediate area surrounding the premises these are matters for the personal responsibility of individuals under the law. An individual engages in anti-social behaviour is accountable in their own right.

9.12 .. any responsible authority under the 2003 Act may make representations with regards to any of the licensing objectives if they have evidence to support such representations... However, it remains incumbent upon all responsible authorities to ensure that their representation can withstand the scrutiny to which they would be subject at a licensing hearing - We respectfully submit that no such evidence, mere speculation, has been provided here.

9.43 The authority's determination should be evidence based, justified as being appropriate for the promotion of the licensing objectives and proportionate to what it is intended to achieve.

Licensing policy:

The following paragraphs may also be considered of particular significance:

- *2.10 - It will consider any demonstrable link between particular licensed premises and reported problems of nuisance and anti-social behaviour, although the Council recognises that licensing law is not the primary mechanism for the general control of anti-social behaviour by individuals once they are away from that premises/place and, therefore, beyond the direct control of the individual, business or club holding the licence or certificate concerned. However, as the Government's Guidance notes, the Policy is a key aspect of such control, and licensing laws will always be part of a holistic approach to the management of the evening and night-time economy in the City Centre.*
- *2.23 - With regard to licensing hours, consideration will be given to the individual merits of an application.*
- *Part 4 - Applicants are encouraged to informally consult the relevant Responsible Authorities and other relevant bodies, where applicable, such as the South Downs National Park Authority, before preparing operating schedules, in order to ensure that, so far as possible, any issues which such consultees might raise can be dealt with before the application is submitted.*
- *In relation to C3 above, the applicant will be expected to demonstrate the measures that are taken to mitigate public nuisance, which where relevant, should include (some of) the following:*
 - *Effective and responsible management of the premises*
 - *Management of people, including staff and traffic (and any resulting queues) arriving and leaving premises.*
 - *Appropriate instruction, training and supervision of those employed or engaged to prevent incidents of public nuisance, e.g. to ensure customers leave quietly.*
 - *Management arrangements for the control of deliveries and collections & disposal of refuse.*
 - *Siting of external lighting including security lighting;*
 - *Public Information – letters to nearby residents, hotline telephone contact numbers*

The committee considerations.

We respectfully suggest there is only one question of significance here, is this application, by this applicant, at the premises, likely to undermine the licensing objectives? We submit that the licensing authority can only really make a finding (to refuse the application as the representations request or to limit the licence to 1am) based on admissible materials submitted to it. What the authority cannot be asked to do is speculate, as we suggest the High Court made clear in *R v (Daniel Thwaites) Wirral Magistrates Court [2008] EWHC838 (Admin)*. It can however draw fair inferences from the material it does have.

Conclusions

It is submitted on the evidence presented that the committee should grant the application because:

- KFC is an experienced operator of licensed premises
- They have experience of operating these premises successfully
- The premises is well run.
- The premises are well managed.
- The application is the subject of appropriate conditions.
- There are no representations from the Responsible Authorities.
- If there was particular merit in the concerns raised and/or any suggestion they relate to the premises or the customers of the premises, it is reasonable to presume that the officers may have raised the concern or issue at this stage
- If the committee have any residual concern that these issues, whilst not likely, might undermine the licensing Objectives in the future, a review application is the appropriate counterbalance to that point.

We submit his application strikes the right balance between proportionate and appropriate and sustainable and necessary growth that promotes the licensing objectives whilst ensuring that the impact on residents, neighbours and others is managed and manageable. We look forward to developing these point before the committee next week.

Yours sincerely

Matthew

Matthew Phipps

Partner

Head of Licensing

for TLT LLP

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OUR COMMITMENT TO BEING A GOOD NEIGHBOUR

Think you know about KFC – the nation's favourite, and original finger lickin' chicken? Think again.

With great chicken (and we know we have great chicken!), comes great responsibility. We are committed to being a Good Neighbour in the heart of the communities where we have restaurants. As a business with more than 1,000 restaurants across the UK and Ireland, we know we have an active and important role to play in promoting social responsibility. The jobs that we create and the footfall we drive play a crucial role in supporting the local jobs market and the regeneration of high streets across the country. Local jobs mean local investment and growth. But at KFC, we are so much more than that. We believe in feeding people's potential, investing in the next generation and creating a more sustainable and equitable future for young people.

KFC - AT A GLANCE

- In 2022, we launched Hatch, a pre-employment training programme, in partnership with UK Youth.
- The KFC Youth Foundation has provided over £10 million of charitable grants (so far!)
- Over 2,500,000 meals donated via our partnership with FareShare
- Over 50,000 bags of litter collected in partnership with Keep Britain Tidy.

HATCH
UK YOUTH x KFC

HATCH

- In 2022, we launched Hatch in partnership with UK Youth, a pre-employment training programme. The Hatch programme has been designed to support 16-24-year-olds, who have faced barriers to employment to find work.
- Our programme offers 1-2-1 training, support, and practical work experience, with a guaranteed interview for a role at KFC upon graduation. Now in its third year, Hatch has supported over 1,000 young people with pre-employment training. Hatch is now run directly by KFC and KFC Youth Foundation to enable the scheme to be more adaptive and flexible.
- Our experience with Hatch shows that pre-employment training has a huge role to play in helping young people to successfully enter the world of work. By 2030, KFC aims for a third of all new hires to be young people through Hatch.



100% of our chicken on the bone comes from British Red Tractor farms.

OUR FOOD

- As a leading UK restaurant business, we have a role to play in helping people have access to nutritious, good food. Food that is fast does not have to be junk, and we are proud of our work to date to improve the nutritional content of our food.
- Our chicken is freshly prepared and hand breaded in restaurant every day by our talented chefs.
- In 2024 we launched our Nutrition Update. The report will be published annually to update where we are in our nutrition journey, as well as report on our progress and set ambitious goals. Through this work we want to be open and transparent about our food and how we are delivering meaningful improvements to our menu and for our customers.
- Changes we have already delivered include; reformulating our fries and removing salt from them – thereby removing 13 billion calories a year from our menu; removing full-sugar Pepsi from our menu, removing a further 8 billion calories from our menu each year; the first QSR to launch a Vegan Burger; increasing our menu range to give more balanced choice for our customers, including '600 kcals or less' options like Riceboxes, Twister Wraps and Salads.
- We want to go further and continue to innovate across our menu. Our annual Nutrition Report will set out further changes.



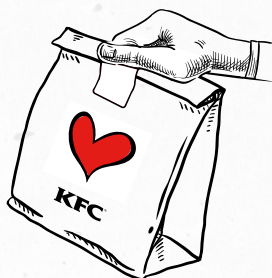
KFC YOUTH FOUNDATION

- KFC Youth Foundation was set-up to empower young people in the UK to fulfil their potential by providing safe spaces, build life skills and provide mentoring to help them build a positive future.
- Since 2020, there have been more than 300 grants (over £10 million) given out via the KFC Youth Foundation programme to youth charities and organisations across the UK.
- In 2024 we have opened a permanent KFC Youth Foundation centre in Middlesbrough, which will aid young people with tools and skills to find sustainable employment, self value and belief in themselves. The Foundation is planning to open five Youth Hubs across the country in areas that need them most by 2030.



FOOD DONATION

- Over 7 million people in the UK are struggling to afford to eat. As a food business, we strongly believe that no child should ever go to bed hungry.
- Since November 2021, KFC has partnered with the charity FareShare on a nationwide food redistribution programme, redistributing the equivalent of over 2,500,000 meals and supporting a network of over 925 charities and community groups across the UK.
- The partnership was FareShare's first venture into frozen food, diversifying the food available to people facing hunger and providing much needed protein.



LITTER PREVENTION

- We've stepped up our efforts to address littering in our local communities with a litter commitment, we've provided; more litter-picking around our restaurants, more communication with our customers, including anti-littering messaging signage and in-restaurant audio to encourage responsible behaviour.
- Our partnership with Keep Britain Tidy has been running over the past 5 years, annually taking part in the Great British Spring Clean campaign, which has seen over 50,000 bags of litter collected thus far.
- In 2023, we provided a £45,000 grant to support hundreds of local litter picking groups and help them to buy new litter picking equipment.
- In 2023, we worked with charity Hubbub on a behaviour change campaign around litter prevention. Together we created solar-powered Big Ballot Bins that asked members of the public to vote, using their litter, on topical subjects – in Manchester we asked locals who they preferred, Noel or Liam. The litter captured by Big Ballot Bins was analysed and on average, drinks litter was reduced by approximately 70% and food litter by around 60% within 20 metres of the bins.



ANIMAL WELFARE

- You won't be surprised to know that at KFC, great tasting chicken matters. Our chickens, like all animals, deserve to be treated well – it's as simple as that. That's why chicken welfare is a key priority for our business.
- We use fresh wholesome chicken across all our restaurants. 100% of our chicken on the bone comes from British Red Tractor farms.
- When it comes to eggs, 100% of all ingredient and processed egg used within KFC UK&I products is sourced from cage free systems. We do not use any fresh shell eggs.
- We work closely with experts in the field, including Compassion in World Farming (CIWF), FAI Farms and other organisations to continually improve our standards.

DOING RESTAURANTS THE RIGHT WAY



IT ALL STARTED WITH ONE COOK

EVERY
5HRS
A NEW
KFC OPENS

KFC is a global chicken restaurant brand with a rich, decades-long history of success and innovation. It all started with one cook, Colonel Harland Sanders, who created a finger lickin’ good recipe more than 75 years ago.

Today, we still follow his formula for success, with real cooks breading and freshly preparing our delicious chicken by hand in more than 23,000 restaurants in over 135 countries and territories around the world.

If it’s not finger lickin’ good, it’s not us.

800K+
Team members
across the globe

27K+
RESTAURANTS
in over 145 countries

THE LIFE OF COLONEL SANDERS



1890

Born on Sept. 9 in Henryville, Indiana

1909-1930

Worked in all kinds of different jobs, including a ferryboat driver, insurance salesman, lighting salesman, lawyer, tyre salesman, amateur obstetrician, and more.

1930-1940

Took over a service station, where he began serving weary travellers the same fried chicken he grew up eating.

Lost it all, refused to give up, and started again.

1952

Opened the first Kentucky Fried Chicken franchise in Salt Lake City, in 1952, with the first franchisee, Pete Harman.



1955

Copyright filed for the “Kentucky Fried Chicken” name and a patent obtained for his special method of frying.



1964

Sold Kentucky Fried Chicken.



1964-1979

Continued as the official face of KFC – and one of the most recognizable people on Earth – helping to spread his Original Recipe goodness around the world.

OUR FRANCHISE PARTNERS

With the help of incredible franchise partners around the world, we’ll continue to be one of the fastest growing retail brands globally, both in emerging and developed markets alike.



OUR BRAND VALUES



Confidence, Heritage, Hospitality, Grit, Determination and doing things The Right Way.

OUR UK & IRELAND RESTAURANTS COME IN

ALL SHAPES AND SIZES

No matter the asset type we build, all of our restaurants share a common thread of warmth, boldness and an inherent quality.

Delicious chicken

starting from

80

sq m

1037

restaurants open

OPTIMUM

ASSETS

for trade zones

Informed by

Local knowledge

Data

to maximise performance



SMALL BOX
MINIMUM 100 SQ M APPROX



HIGH STREET
UP TO APPROX 200 SQ M



DRIVE-THRU
APPROX 140 - 290 SQ M



2 STOREY DRIVE THRU
APPROX 140 - 190 SQ M FOOTPRINT



EXPRESS
MINIMUM 80 SQ M



TRANSPORT HUB
MINIMUM 80 SQ M



LITTLE DRIVE-THRU
MINIMUM 80 SQ M

OUR NEW DESTINATION:



THE KFC WAY



ENERGY EFFICIENT INTERIOR LIGHTING

LED Lighting Interiors



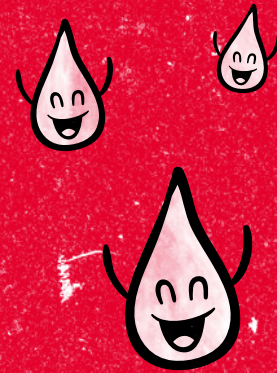
HVAC FUNDAMENTALS

Use M&E professionals for M&E Design and Execution



ENERGY EFFICIENT EXTERIOR LIGHTING

LED Lighting Exterior, Signage and Parking



BUILDING WATER USE REDUCTION

Low Flow Plumbing Fixtures – Customer Areas



CFC & HCFC FREE REFRIGERANTS

No CFC or HCFC Refrigerants in HVAC Equipment



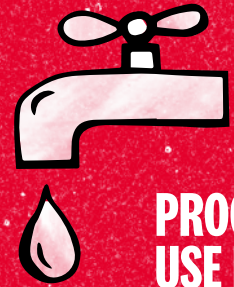
KITCHEN COOKING & HOLDING EQUIPMENT EFFICIENCY

Use Energy Efficient or Approved Equipment Per Guidelines



RESTAURANT COMMISSIONING

Test & Balance (TAB) Air Pressure



PROCESS WATER USE REDUCTION

Do not use Continuously Running Water to Thaw Chicken



SMOKING POLICY

Supplying cigarette towers minimum 1.5m away from our restaurants



REFRIGERATION FREEZER & COOLER EFFICIENCY

Separate Cooler to Store Fresh and/or Thawed Chicken



OPTIMISING EXHAUST HOODS

Implement Measures per BG Guidelines

BUILDING GREEN

11 must-haves for our new build restaurants

SUSTAINABILITY

CHICKEN WELFARE

CHICKEN MATTERS TO KFC. CHICKEN IS WHAT WE ARE, WHAT WE DO.



Raising our standards

We're always looking for ways to raise standards on improving and championing chicken welfare. That's why we've developed close partnerships with experts, including Compassion In World Farming (CIWF), FAI Farms and other organisations.

Working with our suppliers

We are committed to working with our farms and suppliers across all proteins to monitor and improve the health and welfare of farmed animals to address environmental and ethical issues in our supply chain.

Not just chicken

Our Original Recipe Vegan Burger has been a huge success, winning an award from animal rights group PETA.

Full Transparency

We have developed a fully transparent animal welfare monitoring system – which is best in class – to show where we are progressing towards European Chicken Commitment criteria.

UK and Irish Farms

All our iconic chicken on the bone comes from high-quality UK and Irish Red Tractor farms.



SUSTAINABILITY

CLUCKING DOWN ON LITTER

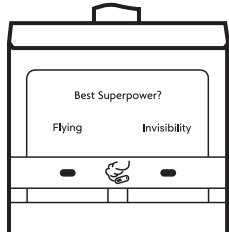
WE'VE STEPPED UP OUR EFFORTS TO ADDRESS LITTERING IN OUR LOCAL COMMUNITIES



LITTER PARTNERSHIPS

We've stepped up our efforts to address littering in our local communities with a renewed litter commitment and partnership with Keep Britain Tidy, who we've partnered with on the Great British Spring Clean since 2021.

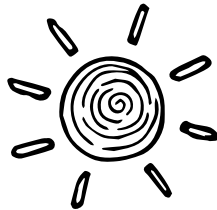
In 2023 we provided a £40,000 grant to Keep Britain Tidy's local litter groups to deliver litter picking equipment across the UK. We have also joined Keep Britain Tidy's Litter Pact with 6 other brands to join forces on limiting litter in our communities.



BALLOT BINS

In 2023, KFC partnered with environmental charity Hubbub to work together on a behaviour change campaign around litter.

With the support of local councils, we launched Big Ballot Bins in Manchester and Southampton, with the aim of reducing litter rates in high streets near KFC restaurants.



PUBLIC VOTES

The solar-powered Big Ballot Bins asked members of the public to vote, using their litter, on topical subjects – in Manchester we asked locals who they preferred, Noel or Liam.

The litter captured by Big Ballot Bins was analysed by Elipsis Earth and we're pleased to say that on average, the bins had a capture radius 2.5 times greater than existing bins used by the local councils.

HOW WE USE TECHNOLOGY



EV CHARGING POINTS

- Working with Instavolt:
- Two dedicated charging spaces per site
 - Suitable for logistics hubs, Out of Town Retail Parks, Taxi Ranks
 - Most suitable for Drive Thru locations

DID YOU KNOW?

In the UK there are

240,000

plug-in vehicles

307%

YOY increase in sales of EV

8,500K

plug-in vans in the UK



DIGITAL ORDERING

- 12.5% of our total orders and a key part of our in restaurant journey
- Flexibility – Freestanding, wall mounted and table mounted
- Mobile ordering

CUSTOMER EXPERIENCE

- New restaurant designs every couple of years
- Innovation through Mobile Order (collect at FC, Table Service or Drive Thru)
- Constantly assessing feedback to tackle points in the journey



DELIVERY



- Working with delivery organisations like Uber Eats and Just Eat
- Restaurant design: We aim to create a brilliant experience for both delivery drivers and for our guests
- Exploring Delivery hatches (accessible from outside) and the separation of delivery drivers from guests

MEANINGFUL
CAREERS &
RECOGNISED
TRAINING

CONTRIBUTE
TO THE LOCAL
COMMUNITY

RUN SITES
RESPONSIBLY

BEING A GOOD NEIGHBOUR

This commitment starts with being open and transparent
about the contribution we make to local communities.

REDUCING OUR
ENVIRONMENTAL
IMPACT

TAKE OUR FOOD
AND NUTRITION
SERIOUSLY





- Hatch is an employability programme created and launched by KFC and UK Youth in 2022.
 - Our goal is to reduce barriers to employment and to help young people build work skills and confidence, and land their first job.
 - Through offering 1-2-1 support, training and practical work experience, we are helping young people – previously experiencing barriers to employment and training opportunities – to unlock their potential.
- Our ambition for Hatch is to help level the playing field for young people who have faced barriers to entering work.
- Hatch was piloted in Manchester in 2022 with over 80 young people.
- Half of those who completed the programme found permanent employment as a result.



- In 2023, we scaled up the programme to 500 young people, recruited into KFC and other work experience locations across the UK.
- By 2024, we’re aiming to have upskilled 1,100 young people, ensuring they’re ready for future work, training or education through the Hatch programme.
- By 2030, KFC aims for a third of all new hires to be young people through Hatch, aged between 16 and 24, who have faced barriers to employment.



- Since November 2021, KFC has partnered with the charity FareShare on a nationwide food redistribution programme.
- Today, seven million people in the UK are struggling to afford to eat – that’s 1 in 10 of the UK’s population, and it’s disproportionately affecting young families. No child should ever go to bed hungry.
- We’re doing everything we can to reduce food waste, but we’re sometimes left with food that isn’t going to be sold, so we choose to work with redistribution partners to help us get it to people that really need it.



- In 2023, we rolled this programme out across all 1,000 KFC restaurants in UK&I, delivering more meals to more people facing food insecurity.
- In 2024 we have an ambition to donate 2m meals.
- The partnership was FareShare’s first venture into frozen food, further diversifying the food available to people facing hunger and offering people the opportunity to enjoy food in their own time, and on their own terms.



8.7m
In grants and donations since 2015

By 2030 we want to support
25,000
young people through small scale community projects



The KFC Youth Foundation was set-up to empower young people in the UK to fulfil their potential by providing safe spaces, helping them to unlock talent, build life skills and provide mentoring to help them build a positive future.

We’re funding work that helps young people to create firm foundations, by addressing their needs through early intervention, working with organisations that help young people to fulfil their potential, and build a positive future; and those that provide spaces for young people to feel safe and secure, and that build life skills and improve young people’s chances to gain meaningful employment.

- There have been more than 300 grants given out via the KFC Youth Foundation programme since 2020.
- There were 87 community grant payments made in 2023.
- More than £600,000 was paid in grants and donations to partners in 2023.
- We supported more than 2,000 young people through KFC Youth Foundation community grant funding in 2023.



- By 2026, we want to have grown our community grant programme to have provided 650 grants in communities across the UK&NI.
- By 2030, we want to have opened five community youth hubs across the UK.
- In the Summer of 2023, the KFC Youth Foundation launched a programme of activities in Middlesbrough to help empower young people with food education and employability skills, while providing food to the wider community.



[KFC.CO.UK/DEVELOPMENTS](https://kfc.co.uk/developments)

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The Licensing Act 2003.

This course will provide you with an understanding of your restaurant's licence and Late Night Licensing laws.

The course covers:

- What a late-night licence is.
- Legally what you must do.
- How it impacts you

Franchise restaurants should check with their principle operators as conditions may vary.

Ok, let's go!

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