



THE PUBLIC PLATE

Rebuilding everyday connection through a network of public restaurants.

WWW.THEPUBLICPLATE.COM

We have lost so many of the places that used to bring us together.

At a time when much of our social infrastructure has disappeared, from Sure Start centres to department store cafés, hospitality can take on a new role.

Not just places to eat, but essential social infrastructure.

At the same time, convenience is replacing connection. Of the £100bn spent on food outside of the home in the UK, an estimate 30-40% is spent on convenience food. Everyday we are missing opportunities to build stronger networks.



Public restaurants bring this missing piece to the UK high street, rethinking the role restaurants can play in society.

They use affordability and scale to widen access to eating out, creating more opportunities for social connection.

HOUSE
OF
TEQUILA

THE UK DOESN'T LACK THE IDEA. IT LACKS THE SYSTEM TO DELIVER IT AT SCALE.

Public restaurants will draw on best-in-class practices from across both private and public catering. Nothing is reinvented, just reorganised to widen access. This doesn't compete with hospitality, it grows the market.

- Familiar, welcoming and social. Large dining halls serving delicious, generous, balanced, climate-conscious meals; making eating out more affordable.
- Inspired by the belonging of a pub, the flow of a canteen and casual sociability of a food hall.
- Daily-changing, limited menus with pricing that represents great value.
- Staff take on the role of hosts, relying on technology to remove friction so that interaction feels natural.

Public Restaurants are when you go to eat when you don't want to over-spend, over-indulge or eat alone. They make healthier, more sustainable food choices the easy, visible and default options.

Blending the affordability of Wetherspoons; the balanced, minimal-choice menus of LEON; the neighbourhood warmth of the Lounges; and the canteen flow of IKEA Food.



you want
make
it

ROTI KING
I'M IN LOVE WITH ROTI CANAI

A MORNING TEH TARIK IS LIKE SLEEP	YOU SLEEP TO THE PARDON ME NEVER TALK BEFORE MY FIRST BAP OF ROTICANAI	JUDGE KEEP CALM AND EAT ROTICANAI	NIE NAMA Anywhere YOU WANT
MAGICAL ROTICANAI	LOOK INTO MY EYES STOP STARING AT MY ROTICANAI	YOU LIKE ROTICANAI WELL?	FRESH PEOPLE THAT MEANS YOU! AFTER ALL YOU ARE HERE THAT IS ALL THAT MATTERS
AFTER ONE ROTI CANAI WE ALL THINK WE CAN CHANGE THE WORLD	ROTICANAI OH YEAH	ONE TUTUKAN WAKEN THE WORLD GO ROUND	

Stacks of white plates and yellow and white striped plates on a wooden shelf.

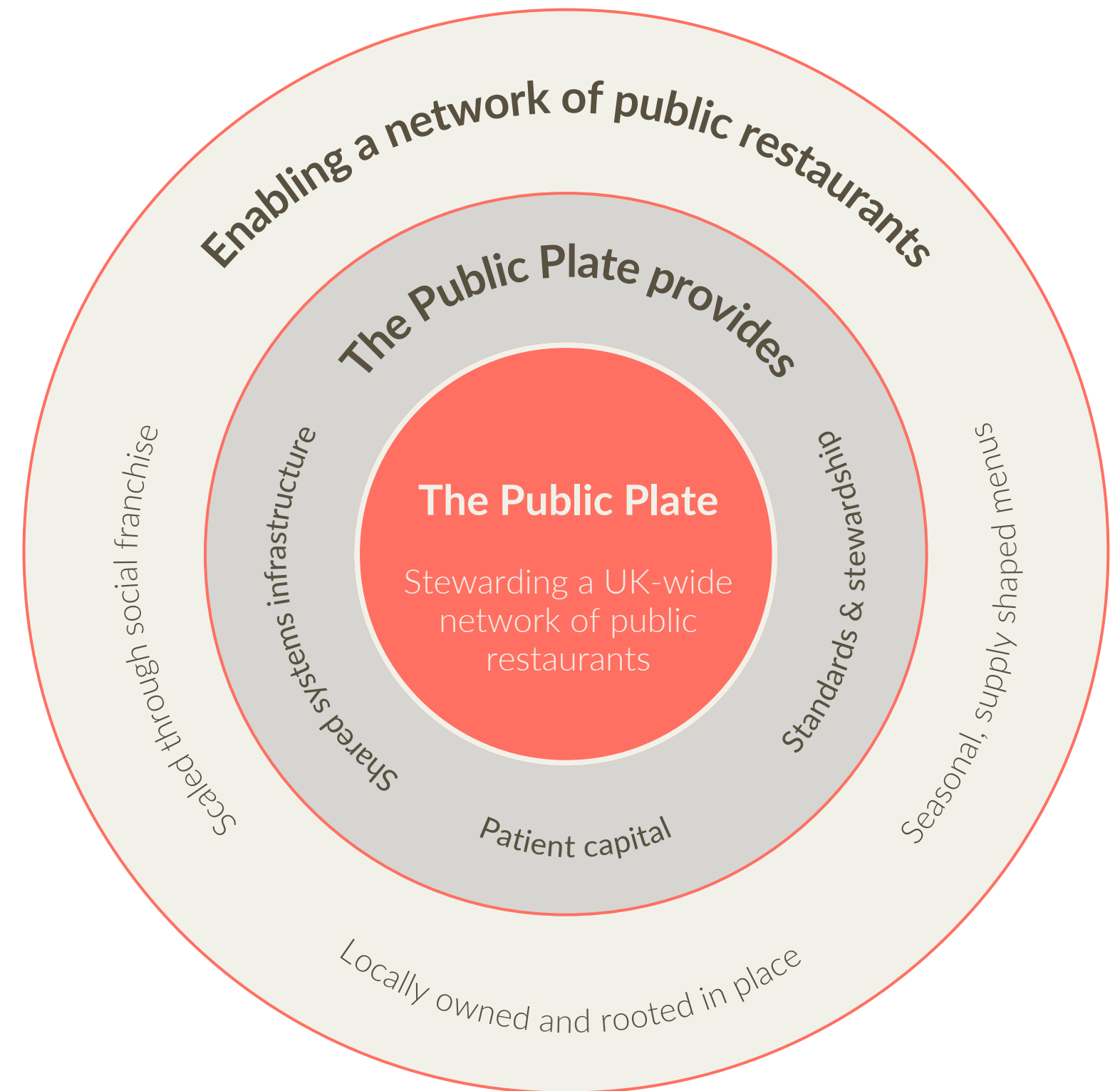
SUMMARY: THE PUBLIC PLATE SYSTEM

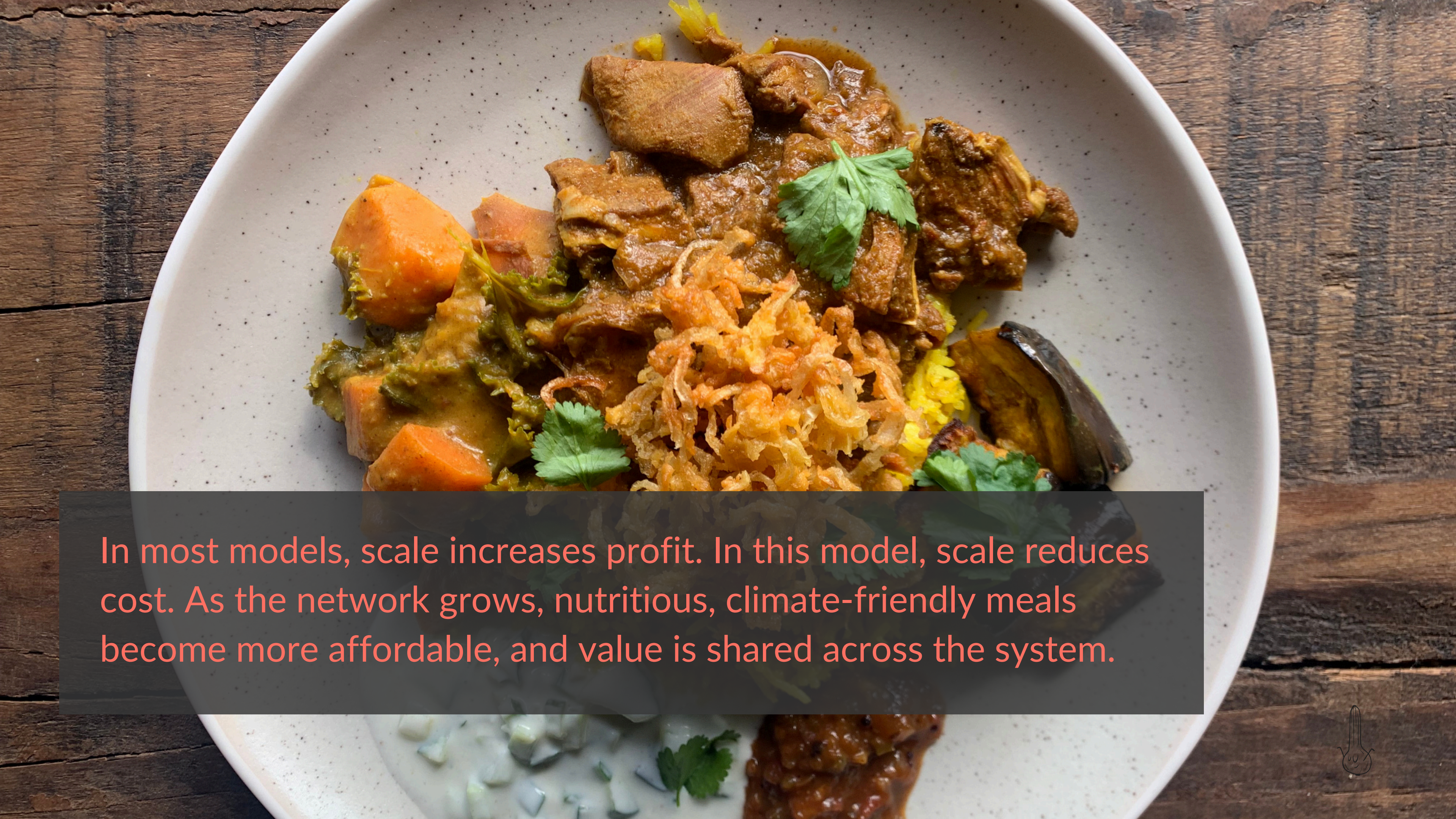
What The Public Plate Provides:

- Systems infrastructure: Central production handles labour-intensive preparation, allowing site kitchens to focus on cooking, finishing and serving.
- Standards and stewardship: Clear standards give the public confidence in the quality, purpose and social value of every public restaurant.
- Patient capital: A social impact fund provides patient debt to franchisees, helping cover the capital costs of opening new sites.

Enabling a Network of Public Restaurants

- Scaled through social franchising: Opens pathways to ownership for talented operators who lack wealth or traditional networks.
- Seasonal, supply-shaped menus: Farmers are placed at the centre of the food system, with fair prices and surplus harvest used creatively. Menus change daily and meals are generous and delicious.
- Locally owned and rooted in place: Restaurants are run by local operators while benefiting from shared systems and support.





In most models, scale increases profit. In this model, scale reduces cost. As the network grows, nutritious, climate-friendly meals become more affordable, and value is shared across the system.



THE PUBLIC PLATE STEWARD MODEL

If we want restaurants to function as social infrastructure, they need to be owned and governed differently. Our three-layer governance structure separates capital, control and purpose.

Capital Layer to fund the system. Capital is rewarded but does not control the system.

- Seed investors → patient capital, no control
- Social impact fund → enables operators
- Community shares → local participation

Steward Layer to run the system. Control sits with those responsible for the mission.

- Holds decision-making power
- No dividend extraction
- Responsible for long-term performance

Guardian Layer to protect the mission, purpose is locked in for the long-term.

- Independent
- Veto on mission drift

By separating capital from control, and embedding independent oversight, the model ensures that growth strengthens the mission rather than diluting it.

TWO PILOTS PROVE SITE VIABILITY

The aim is to pilot the model in two contrasting Bristol venues, testing its adaptability across different contexts.

Commercial:

- Sites achieve break-even within forecast timelines
- Target sales per hour and per square foot are achieved
- Gross margins and labour ratios meet modelled projections
- Capital fit-out costs are proportionate and replicable
- Surplus can be reinvested to support scale

Public Value:

- Increased access to balanced and affordable meals out of the home
- Stronger social connection and community cohesion
- Increased footfall in underused town-centre or civic buildings
- Creation of sustainable jobs paying at or above the JRF Minimum Income Standard

Pilot Funding

For core infrastructure and a two year, two site pilot.

	Year 1	Year 2
Pilot site capex (up to)	£300K	£300K
Site operational & working capital	£134K	£64K
Marketing & brand	£45K	£27K
HO Staffing & overheads	£181K	£209K
Total	£660K	£600K

PATIENT CAPITAL UNLOCKS GAME-CHANGING PLACE-BASED IMPACT

Development funding is catalytic, it will:

- Secure and structure the optimal pilot site
- Assemble and convene a high-calibre founding team to design the model in practice
- Establish equitable governance from the outset
- Build rigorous impact measurement into the operating system
- Unlock blended finance alongside local authority support and commercial capital

Creating new civic infrastructure, designed to thrive for decades. Outcomes include:

- The productive reuse of underused high-street buildings to create a stable, everyday anchor, increasing day and evening footfall and supporting surrounding businesses.
- Regular, affordable gathering spaces rebuild the everyday connections that underpin economic resilience and public health.
- Reliable, long-term demand for regenerative produce, giving farmers the confidence to invest in climate-friendly practices and diversify away from fragile commodity markets.
- Shared procurement and processing infrastructure creates agroecological food hubs, allowing supply and demand to evolve together.

Development Funding

What we're seeking now.

Development Costs	Across 6 months
Core staffing	£9K
Consultancy Menu development, governance, operations, supply chain and site selection	£18K
Marketing & brand	£5k
Travel	£1K
Technology	£5K
Total	£38K

AND THE TRACTION REQUIRED FOR SCALE

Years	0	1-2	3-6		
Sites	0	Pilots 1 & 2	3-10		
Funding	£38K Development	£1.2M Seed	£2M Social Impact	£1.1M Series A	Community Equity
Used For	Core costs, consultancy (governance, finance and legal), travel for site visits, marketing.	Capex of up to £300K for each pilot site. Remaining £600K to cover core costs, tech development, marketing and property. ROI projected to reach 8.9% by site year seven.	Low interest loans to sites (7%) of up to £300K per site for capex.	Investment funding to support early stage growth of operating sites and head offices overheads. ROI projected to reach 8.9% by site year seven.	Crowdfunding of up to 10% raised per site, rooting restaurants in the neighbourhoods they serve.

THE PUBLIC PLATE MODEL DRAWS ON PROVEN EXPERTISE

It draws on best-in-class operational practices from across both private and public catering, and blends them with organisational lessons from each. Nothing is reinvented, just reorganised.

Operationally, it blends the affordability and predictable walk-in ease of [JD Wetherspoon](#); the neighbourhood warmth of [Loungers](#); and the efficient, high-volume flow of [IKEA Food](#). Organisationally, it brings together systems designed to enable scale without losing purpose: steward ownership, as seen at [Ooooby](#); social franchising, demonstrated by [Everytable](#); subscription pricing and central production used at the [University of Reading](#); partnership structures similar to those that underpin many public leisure centres; and producer-first food systems like those developed by [Organic North](#) and [Riverford](#).

Led by Carly Trisk-Grove, a founder with 20 years' experience running high-volume, social-impact restaurants. She holds an MSc in food policy and is a B Leader with B Lab UK. Listen to Carly talk about The Public Plate [here](#).

We have been fortunate to attract the interest of a number of respected industry professionals who bring insight and practical experience across scaling, operations and food development. An advisory group is now being shaped and will formalise upon funding. Those who have expressed interest in supporting the next phase include: [Susan Arndt](#) (scaling expertise), [Matt Tebbit](#) (site operations and supply chain), [Olivia Reid](#) (F&B positioning), and [Peter Begg](#) (development chef).



THANK YOU

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