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The Public Plate

Scaling Public Restaurants



www.thepublicplate.com

Executive Summary

Mission

To build a high-volume, cost-efficient restaurant network that serves healthy meals at fast-food pricing, widening access to meals outside of the home and rebuilding our social connection.

Vision:

By 2036 public restaurants are everywhere. They've started outperforming takeaways because as it turns out, people didn't just want convenience, they wanted connection.

The Team

Led by Carly Trisk-Grove, a founder with 20 years' experience creating and operating high-volume hospitality businesses with a strong social purpose. Over the past year, through conversation, a growing coalition of practitioners, operators, academics, investors and public sector leaders are beginning to see the potential of public restaurants and want to help bring them to life. The leadership team is being assembled not only on the basis of capability, but around a shared belief that restaurants can play a greater role in supporting public health, social connection and local economies.

Public Restaurants

Public restaurants are open-to-all and paid for by customers, they make eating out more accessible while creating opportunities for everyday social connection. Combining the efficiency of large-scale catering with the warmth of neighbourhood hospitality, public restaurants are designed around regular use. Menus are limited, affordable and change daily; spaces are welcoming, sociable and easy to return to.

The Public Plate

The Public Plate is expected to be incorporated as a company limited by shares and governed through steward-ownership principles. It is a franchise system designed to demonstrate that scale and public value can reinforce one another. Both its operating model and organisational structure are designed to generate public benefit through good jobs, resilient supply chains, equitable ownership, mission-led governance and the reinvestment of value back into people and places.

Marketing

A strategy that explains a new dining category, differentiates it from charitable models, highlights its familiar-yet-equitable offer, and builds demand through the shared value of affordable, accessible eating.

The Financial Structure

Head Office provides the shared infrastructure that allows public restaurants to be locally operated but nationally supported. Through central production, technology, training and operational support, it delivers consistency, resilience and economies of scale whilst coordinating the systems that generate public value across the network.

Financing & Returns

We anticipate a phased funding strategy. The immediate priority is securing development capital to assemble the core team, establish the organisational structure and progress site, partnership and pilot development. Subject to the nature of those partnerships, a subsequent investment round will fund the delivery of two pilot sites and the systems required to support them. Longer-term growth will be financed through a combination of mission-aligned equity and a dedicated social impact fund providing patient capital for franchise expansion.

Future Plans

A two-pilot programme with clear gateway criteria, performance metrics and feasibility checks allows The Public Plate to test, refine and de-risk the model before activating central production and moving into national rollout.

Public Restaurants

Affordable, high-footfall dining spaces designed for regular use. They combine the accessibility of a canteen, the sociability of a pub and the operational efficiency of a large restaurant chain to create places where people can eat well and affordably, amongst others.

Designed around a simple proposition: nutritious food, served at a predictable price, in welcoming environments that encourage people to linger rather than leave. Limited, daily-changing menus create variety across the week whilst maintaining simplicity within each service. Public value is built into both the operating model and the organisational model; from employment practices and supply chains to ownership, governance and the way financial value is shared across the network.

Why Now?

The UK spends more than £100 billion each year on food and drink consumed outside the home. Yet access to eating out is becoming increasingly unequal and a growing share of spending is flowing towards convenience-led formats. Many people want affordable places where they can eat well and spend time with others, but the hospitality sector increasingly offers a choice between expensive restaurants and convenience-led food consumed alone or on the move. Public Restaurants are designed to occupy this middle ground: more affordable than traditional restaurants, more sociable than takeaways and more nutritious than many convenience-led options.

Why We Believe Demand Exists

Public restaurants are not attempting to create a new customer behaviour. They bring together trends that are already proving successful across hospitality. Large-scale operators have demonstrated sustained demand for affordable eating and drinking in social settings. Food halls continue to expand because people value informal, communal dining experiences. Hospitality concepts built around simplicity, value and repeat custom continue to outperform more complex formats. Public restaurants combine elements of each of these models within a framework explicitly designed to deliver public value.

How the Model Works

Commercial viability comes from scale, at site level, across the wider network and through central production. Restaurants operate at high volume with focused menus, central production of meals-in-progress and simplified kitchen operations. This reduces labour requirements, improves consistency and enables affordable pricing without compromising quality. Scale is not separate from impact; it is what makes the impact possible. As the network grows, central production infrastructure becomes more efficient, supply chains become more resilient and operating costs can be shared across multiple locations. The same infrastructure that supports public restaurants can also support schools, hospitals, pubs and other institutions, creating additional revenue streams whilst strengthening local food systems and widening access to nutritious food.

Evidence for Affordability at Scale

The University of Reading provides evidence that high-quality meals can be delivered affordably when demand is aggregated, menus are simplified, and production is organised at scale. Through its meal-plan system, the university delivers balanced meals at approximately £6 per plate. While university catering benefits from a captive audience and therefore does not represent a direct analogue for public restaurants, it demonstrates a clear operational principle: affordability improves when volume, menu design, and production systems are tightly integrated.

This principle is further supported by developments in healthcare catering. At Ashford & St Peter's Hospitals NHS Foundation Trust, catering partner Neller Davies brought food services back in-house and restructured them around fresh, on-site production, simplified menus, and greater operational control. This model has been associated with improvements in food quality, staff and visitor experience, alongside reported benefits to hospital flow and the wider clinical setting.

Taken together, these cases provide supporting evidence that when food systems are scaled, simplified, and integrated into daily institutional demand, it is possible to achieve lower unit costs without compromising quality, and in some cases to generate wider system-level benefits.

Where Multiple Policy Agendas Meet

Public restaurants align with a number of emerging policy priorities, including the NHS prevention agenda, Health on the High Street initiatives, community wealth building, town-centre regeneration, food-system resilience, public procurement reform and the growing recognition of social infrastructure as a determinant of health and wellbeing.

By combining affordable hospitality, healthy food, good employment and local supply chains within a single model, public restaurants offer a practical mechanism through which multiple policy objectives can be pursued simultaneously.

What does a public restaurant feel like?

All public restaurants are designed around a simple proposition: good food, served generously, in a space that makes people feel welcome, comfortable and at ease.

Whilst bookings are accepted, there is always space for walk-ins, creating the confidence that people can decide to eat out at the last minute without needing to plan weeks in advance. Public restaurants are intended to become part of our routines; somewhere familiar to meet friends or eat alone, amongst others.

Each restaurant is named and, to some extent, styled according to the neighbourhood it serves. However, as with the best hospitality brands, there are common threads that create a consistent experience across the network.

Across all restaurants, the offer remains familiar:

- Balanced, plant-forward menus designed around flavour, nutrition and affordability
- Generous portions with transparent, accessible pricing
- Food served canteen-style, with a choice of small or large portions, presented and served by chefs
- Climate-conscious choices are normalised rather than promoted as a separate offer
- Long-term relationships with agroecological producers, with menus developed alongside suppliers to reflect what can be grown well, not simply what can be sold
- A consistently warm, unscripted welcome from hosts who actively shape the atmosphere of the space
- Food served across two core service periods, with drinks, snacks and opportunities to gather throughout the day
- Politically neutral, socially inclusive, and open to all.

The design of the space is as important as the food. Comfortable seating and generous layouts signal that people are welcome to stay. Public Restaurants are designed for conversation and repeat visits, not rapid turnover. Success is measured not only by how many meals are served, but by how often people choose to return.

Importantly, affordability is never used as an excuse for compromise. The ambition is not for customers to say, "that was good for the price." The ambition is for them to say, "that was really good food." Affordability should feel like a benefit, not an explanation.

Technology is used deliberately in support of this experience. It removes points of friction, such as ordering, payment, menu planning and operational coordination, but is never used to replace interaction, hospitality or human presence.



How The Public Plate Works

The Public Plate is a steward-owned franchise system designed to scale a national network of public restaurants. Its structure separates but tightly coordinates four functions: system design and central production, local restaurant ownership and operation, mission-aligned capital, and steward-owned governance. Together, these elements enable the network to achieve the efficiencies of scale associated with large hospitality operators whilst preserving local ownership, entrepreneurship and community participation. The purpose of this structure is simple: to make eating out more affordable whilst creating public value through good jobs, stronger supply chains, equitable ownership and healthier food environments.

System Design and Central Production

The central team is responsible for designing, coordinating and continuously improving the system that supports every public restaurant. A Central Production Unit (CPU) forms the backbone of operational efficiency across the network. It produces meals-in-progress, including stocks, sauces, prepared vegetables and other labour-intensive components, enabling consistency, quality and affordability at scale. By completing the heavy-lift preparation centrally, local restaurants can focus on cooking, hospitality and customer experience. Franchisees are expected to source a minimum of 50% of food costs through the central system. The remaining proportion is locally flexible, with a strong preference for agroecological and regional suppliers. This approach combines the efficiencies of scale with the responsiveness and distinctiveness of local sourcing.

The central team also coordinates:

- Procurement and supplier relationships
- Logistics and distribution
- Menu frameworks and recipe standards
- Brand and customer experience systems
- Training and professional development
- Property and lease management
- Technology and operational support
- National marketing and partnerships

Rather than acting as a remote headquarters, the central team functions as a system enabler, providing the infrastructure that allows local operators to focus on hospitality, leadership and community engagement.

Local Restaurant Ownership & Operation

Public restaurants are locally operated through a social franchise model. Franchisees are responsible for delivering excellent hospitality, leading site teams and building strong relationships within their communities. Working within a shared operating framework, they retain significant autonomy over how their restaurant responds to local needs.

Their responsibilities include:

- Delivering day-to-day operations
- Managing and developing site teams
- Creating a welcoming and consistent customer experience
- Developing menus within Public Plate guidelines
- Driving local engagement and footfall
- Feeding local insight back into the wider network
- Meeting agreed operational, financial and impact objectives

How The Public Plate Works **contd.**

Unlike traditional franchise systems, The Public Plate is designed to create a pathway from operator to owner.

- **Stabilisation Phase** :Franchisees receive a salary and comprehensive operational support whilst the restaurant establishes itself, reducing early-stage financial risk and allowing operators to focus on building a successful business.
- **Growth Phase**: Once the restaurant reaches profitability, franchisees participate in a structured performance-based bonus scheme linked to both commercial and impact outcomes.
- **Ownership Phase**: Over time, franchisees earn increasing equity participation, ultimately becoming owners of their restaurant and sharing in its long-term success.

This pathway ensures that those creating value within the system have the opportunity to benefit from it. Franchisees are selected for operational capability, leadership potential and values alignment. Selection includes participation in a Public Plate Skills Camp, where candidates experience the model in practice and are assessed on both capability and cultural fit.

Mission-Aligned Capital

The Public Plate combines four forms of capital, each serving a distinct purpose within the system.

- **Social Impact Finance**: A dedicated Social Impact Fund (SIF) provides patient capital for restaurant fit-out and development costs. Loans are issued across the portfolio rather than assessed solely at site level, reducing barriers to entry and enabling talented operators to participate regardless of personal wealth. Returns are capped and linked to long-term system performance rather than short-term extraction. This allows stronger-performing sites to support the wider network, creating greater resilience and enabling expansion into communities where traditional franchise models may struggle to operate.
- **Infrastructure Investment**: Patient investors provide the capital required to build the core infrastructure of the network, including pilot projects, central production facilities, technology, systems development and organisational capacity. Investors receive fair economic returns through structured profit participation but do not control the organisation.
- **Network Reinvestment**: Franchise fees and retained earnings fund ongoing system development, training, central production and support services. This ensures that value generated within the network is continually reinvested into strengthening affordability, quality and resilience.
- **Community Participation**: Each public restaurant reserves a small proportion of equity for community participation, recognising the role local people play in creating the success of the restaurant. This stake is not intended to replace entrepreneurial ownership, but to strengthen accountability between the business and the community it serves. The exact mechanism may vary by location and could include community shares, local investment opportunities or participation through site-level advisory structures. Whilst modest in scale, this element reinforces a core principle of the model: value should be shared amongst those who contribute to creating it.

Steward-Owned Governance

The Public Plate separates economic participation from decision-making authority. Those who provide capital may receive financial returns, but control of the organisation remains with stewards whose responsibility is to protect the mission and long-term health of the system.

- **Stewards** hold the majority of voting rights and are responsible for the long-term direction of the organisation. Their role is to balance commercial performance with social and environmental outcomes, ensuring that public restaurants continue to operate in service of their purpose. Stewards may include franchisee representatives, sector experts and individuals responsible for safeguarding the integrity of the model. Steward shares carry decision-making authority but do not carry extractive rights.

How The Public Plate Works **contd.**

- **Investors** hold Investment shares. These shares provide economic rights and the ability to receive returns but do not confer governance control or voting power over the mission of the organisation. Capital is therefore rewarded, but does not determine strategy.
- An independent **Guardian** protects the mission lock. The Guardian holds a single veto over decisions that would fundamentally undermine the purpose of the organisation, including changes to steward ownership, governance arrangements or mission. Guardian Shares carry no economic rights and exist solely to ensure that public restaurants remain public-purpose assets over the long term.

Together, steward ownership, mission-aligned capital and local ownership create a governance system designed to support scale whilst protecting purpose. The result is an organisation capable of growing nationally without compromising the values on which it was founded.

In Summary:

The Public Plate is designed around a number of core principles:

- **Scale where scale adds value** - central production, procurement, technology and training create efficiencies that individual restaurants could not achieve alone.
- **Local ownership where local knowledge matters** - restaurants are locally operated, rooted in their communities and responsive to local needs.
- **A pathway from operator to owner** - talented hospitality professionals can build equity through performance rather than personal wealth or access to capital.
- **Supply chains designed for resilience** - long-term relationships with growers and suppliers create more predictable demand and stronger regional food systems.
- **Capital in service of purpose** - investors are rewarded fairly, but governance remains independent of capital and focused on long-term mission.
- **Value shared across the system** - franchisees, communities, suppliers and investors all participate in the success of the network.
- **Public value embedded by design** - affordability, health, social connection, good jobs and environmental responsibility are outcomes of how the system is organised, not activities added on afterwards.

The Team



Carly Trisk-Grove | System Steward

Carly Trisk-Grove has spent more than 20 years building hospitality businesses centred on affordability, sustainability and social impact. She holds an MSc in Food Policy and is a certified B Leader with B Lab UK. The Public Plate draws together decades of operational experience with insights from food systems, public health, local government and placemaking. Developed through extensive engagement with practitioners across these fields, the model is attracting growing interest as a new approach to hospitality, social infrastructure and public value. The Public Plate is the culmination of two decades spent exploring how hospitality can create social value at scale.

TBC | Fractional Chief Financial Officer

Providing financial stewardship across The Public Plate's multi-layered funding model, ensuring transparency, clarity and confidence for investors, franchisees, suppliers and community stakeholders. Managing investor expectations through rigorous data, reporting and governance. Overseeing franchisee loan structures and repayment performance through the Social Impact Fund, ensuring capital is deployed fairly and sustainably. Safeguarding alignment between the three funding layers and ensuring they reinforce rather than compete with one another. Supporting long-term financial strategy so that commercial viability, social fairness and public purpose remain in balance as Public Restaurants scale.

TBC | Fractional Chief Operations Officer

Shaping the overall operational strategy, ensuring scalability, consistency and strong unit economics. Overseeing the development of the infrastructure, systems and production capacity that enable Public Restaurants to operate reliably, profitably and in alignment with mission and impact goals. Ensuring the franchise is governed according to stewardship commitments and that commercial decisions support public purpose and long-term resilience.

TBC | Fractional Place Development Officer

To identify, secure and develop locations for Public Restaurants across the UK, whilst recruiting and supporting the next generation of Public Restaurant operators. The role combines property development, franchise development and stakeholder engagement, building partnerships with landlords, local authorities, universities and other asset holders while identifying individuals with the potential to become successful franchisees.

Working at the intersection of place, people and property, the role will help create a pipeline of sites and operators capable of delivering both strong commercial performance and long-term public value.

TBC | Operations Lead

Managing site openings end-to-end and leading quality assurance, compliance and service standards across the network. Overseeing on-the-ground performance management and providing direct support to franchisees. Ensuring operational consistency in every location and troubleshooting issues across sites to maintain smooth, reliable delivery of the Public Restaurants model.

TBC | Food-Systems Lead

To lead the development of The Public Plate's food system; connecting growers, producers, chefs and central production into a model that delivers nutritious, affordable and delicious food at scale.

The role is responsible for creating the frameworks, standards and relationships that ensure Public Restaurants share a common identity whilst retaining the flexibility to respond to local supply, seasonality and community needs. Working closely with growers, food hubs, chefs and franchisees, the Food Systems Lead will help build a food culture that supports public health, strengthens local food systems and demonstrates how hospitality can create public value.

Marketing & Positioning

Public restaurants represent a new category of hospitality in the UK. Success therefore depends not only on launching individual restaurants, but on building public understanding of an entirely new concept.

The marketing challenge is twofold: to establish public restaurants as places people choose because they offer a compelling dining experience, whilst also building recognition of the wider system and the public value it creates. At a local level, they must feel rooted in place; neighbourhood restaurants shaped by local identities. Customers should feel a sense of familiarity and ownership; places they return to regularly because they are welcoming, affordable and dependable.

At a national level, public restaurants must become something different: a shared institution that people recognise and trust. Much as public leisure centres have become part of the fabric of everyday life, the ambition is for public restaurants to become a recognised part of the UK's social infrastructure; places that people value not only because they use them, but because they believe they should exist.

This dual identity requires a carefully coordinated marketing strategy. Local marketing builds loyalty, footfall and community participation. National marketing builds recognition of the category itself and the role public restaurants play within society.

Explaining a New Category

A central challenge is positioning public restaurants clearly within the market. They are not charitable food provision, community kitchens or food insecurity interventions. Equally, they are not restaurants seeking to maximise profit. They are a commercial hospitality businesses designed to deliver public value through the way they operate, organise and grow.

This distinction must be communicated consistently. The proposition is not based on sacrifice or subsidy, but on creating a hospitality experience that people actively choose because it delivers:

- Affordable meals without compromising quality
- Welcoming spaces designed for regular use
- Opportunities for social connection and belonging
- Good jobs and pathways to ownership
- Stronger relationships between restaurants, growers and communities

The aim is not to compete directly with the wider hospitality sector, but to create a new market occasion between cooking at home and convenience-led food consumed alone.

Building Demand

The primary source of growth is expected to come from occasions currently captured by takeaways, ready meals and convenience food. Public restaurants offer a simple alternative: food that is affordable, sociable and easier than cooking, whilst providing a more enjoyable and nourishing experience than eating alone at home. To ensure the proposition resonates with customers, messaging and positioning will be tested continuously through research, focus groups and community engagement.

Building the Movement

Public restaurants will only succeed if they are understood as part of a wider shift in how we think about food, hospitality and place. Alongside consumer marketing, The Public Plate will invest in building relationships with hospitality leaders, growers, developers, local authorities, public health practitioners, researchers and policy makers. These partnerships will help shape the model, strengthen its credibility and create a coalition of organisations that recognise the value public restaurants can generate. The ambition is not simply to build a restaurant network, but to establish a new form of hospitality infrastructure that demonstrates how commercial viability and public value can reinforce one another.

Finance

The Public Plate is designed to combine the efficiencies of scale associated with large hospitality operators with the responsiveness, accountability and local ownership of neighbourhood restaurants. The financial model is built on a simple premise: hospitality becomes more affordable and resilient when labour-intensive preparation, procurement and system design are shared across a network, whilst hospitality, leadership and community relationships remain local.

Restaurant Economics - The Unit

Public Restaurants are designed around volume, consistency and affordability. Rather than operating continuous service, meals are served within two defined service windows. This concentrates labour around peak demand, simplifies operations and allows teams to focus on delivering high-quality food and hospitality. The model combines the efficiency of institutional catering with the experience and hospitality of a neighbourhood restaurant.

The model targets a 24% food cost. While ambitious by conventional restaurant standards, this is supported by a combination of plant-forward menu design, central production, demand forecasting, menu simplification and aggregated purchasing. Comparable cost structures already exist within large-scale institutional catering environments. Meals average £10 in price.

A typical site:

- Approximately 4,000 sq ft
- Capacity for 180 diners
- Lunch service: 12pm–2pm, dinner service: 6pm–8pm (drinks/snacks available inbetween)
- Daily-changing menus published in advance
- Food ordered via counter service and digital ordering tools, collected from the servery

A mature site is expected to operate with two chefs and three front. ofhouse team members, increasing to five during peak periods. The franchisee will manage alongside a supervisor. The model is designed to support good employment practices, including aspirations for four-day working weeks, elimination of zero-hours contracts and salaries aligned with the Joseph Rowntree Foundation's Minimum Income Standard.

Demand Assumptions

Assumption	Value
Year one	65% of mature sales
Year two	85% of mature sales
Year three onwards	100% of mature sales
Lunch volume	60% of dinner volume
Capacity utilisation	60% - 140%

Finance **contd.**

Franchisee Economics

Each restaurant is operated by a franchisee who is responsible for day-to-day operations, team leadership and customer experience. Franchisees are expected to receive:

- Salary: £35,000, plus bonus at the point of profitability. Salary ends when franchisee has earned ownership.
- Franchise development loan: up to £300,000
- Loan term: 10 years
- Interest rate: 7% (paid by the network, not by site)
- Franchise fee: 9% of revenue

The franchise fee provides access to central production, procurement, technology, marketing, HR, bookkeeping and operational support systems. This structure allows franchisees to focus on hospitality and leadership whilst benefiting from the purchasing power, infrastructure and expertise of the wider network.

Head Office Economics

Head Office exists to design, coordinate and continuously improve the systems that enable public restaurants to operate successfully. Its purpose is not to manage restaurants directly, but to provide the infrastructure, support and governance that allows locally operated restaurants to thrive.

Head Office is intentionally designed to grow only as the network grows. This ensures that overhead costs remain proportionate to revenue and that operational complexity does not expand ahead of demand. Franchise fee income is allocated across three core functions:

- Operational Support: Approximately 25% of franchise fee income supports staffing, training and operational support. One additional support role is expected to be added for every two restaurants that reach sales maturity.
- Marketing & Brand Development: Approximately 20% of franchise fee income supports local and national marketing activity.
- Organisational Infrastructure: Approximately 5% of franchise fee income supports insurance, compliance, administration and other essential back-office functions.

This structure ensures that head office capacity grows in direct proportion to the needs of the network. The initial head office team will include:

- Founder - £50K FT
- COO - £80K 0.2FTE
- CFO - £80K 0.2 FTE
- Food Systems Lead - £50K 0.7 FTE
- Operations Lead - £50K 0.7 FTE

Central Production Economics

A Central Production Unit (CPU) forms the operational backbone of the network. The CPU is responsible for producing meals-in-progress, including stocks, sauces, prepared vegetables and other labour-intensive components. This significantly reduces labour requirements at restaurant level whilst improving consistency, quality and purchasing efficiency. The first CPU is expected to be established following the second pilot restaurant.

Initial assumptions include:

- Annual facility costs of approximately £78,000
- Staffing costs absorbed within site food margins
- Capacity to support up to ten public restaurants

As the network grows, the CPU generates increasing economies of scale through improved purchasing power, labour efficiency and supply chain coordination.

Finance contd.

RESTAURANT			
- Food	897,464		
- Drink	393,050		
Total turnover		1,290,514	
Cost of sales		(358,574)	27.79%
GROSS MARGIN		931,940	72.21%
Staff costs	512,203		39.69%
Property costs	100,800		7.81%
Franchise fee	116,146		9.00%
Other costs	77,431		6.00%
EBITDA		125,360	9.71%

Financial Plan

Capital Requirements

Seed capital investment of £1.3m enables a structured two-year pilot programme designed to validate the model at speed while rigorously managing risk. The pilots are an intentional, time-bound investment: a controlled environment to test, learn, refine, and position the organisation for successful national rollout.

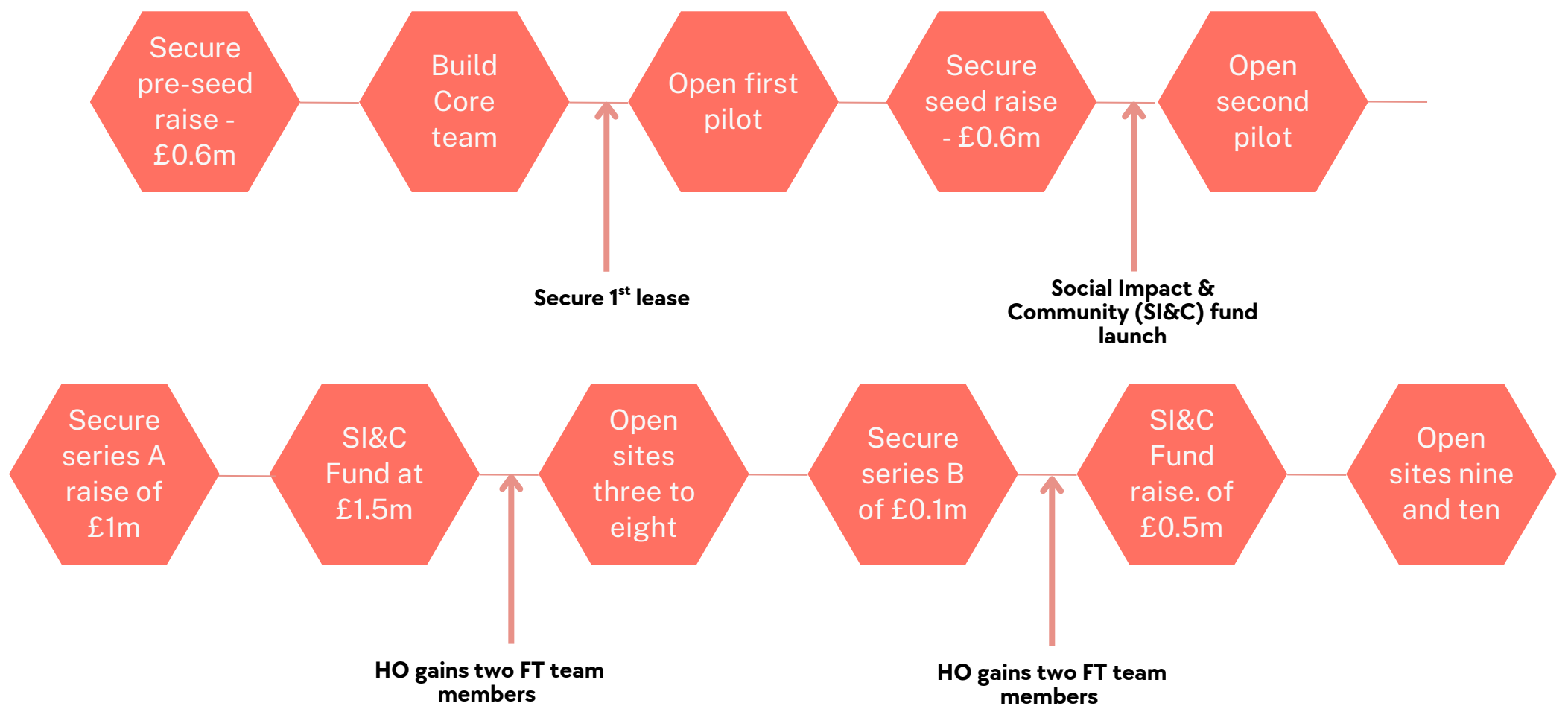
	Value	Percentage
Pilot site capex (two sites)	£600,000	47%
Site operations & working capital	£204,089	16%
Marketing & brand	£74,009	6%
Head office staffing & overheads	£393,394	31%
TOTAL	£1,271,491	

Financial Outlook

After the first two years establishing the pilot sites, expansion continues at a steady pace with two additional sites added each year. Although the capital for these openings is provided through the Social Impact Fund, each new site will still require support for working capital and for head-office functions that are not yet fully covered by franchise fees at low site numbers. By the time the network reaches ten sites in Year Seven, the organisation is expected to move into overall profitability.

Year Number of Sites	Year 1 (1)	Year 2 (2)	Year 5 (8)	Year 7 (10)	Year 10 (10)
Revenue	£0.49m	£1.51m	£7.15m	£11.08m	£11.73m
EBITDA	£(0.33m)	£(0.3m)	£(0.1m)	£0.53m	£0.88m
Risk Capital (cumulative)	£0.6m	£1.2m	£2.2m	£2.3m	£2.3m
Social Investment Fund (cumulative)	-	-	£1.5m	£1.9m	£1.9m
Risk Capital ROI	-	-	-	8.6%	9.1%

Phases & Evaluation



Derisking Investment

- Both pilots are sequenced tightly, ensuring momentum and early proof points.
- Each phase has gateway criteria, allowing course-correction before scale.
- Operational data, customer behaviour, financial performance, and social-impact metrics will guide model refinement.
- Central processing and the impact-fund model are only activated once feasibility is demonstrated.

Gateway Criteria

- Pilot one opens once the following are in place: core operational team, standard operating procedures and menu architecture,
- Pilot two launches once Pilot one has met certain metrics, to include: minimum average occupancy of >55%, demonstrated growth in covers, food and labour cost within target range.
- Preparation for scale happens once both pilots are meeting or outperforming expected cost ratios and cover assumptions.
- Roll-out requires central production and core team capability to manage multiple sites and engagement from LAs and asset holders to secure affordable sites and make national scale viable.

Get in touch

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