



THE PUBLIC PLATE

To embed social connection into everyday hospitality through a national network of public restaurants.

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PUBLIC RESTAURANTS ARE THE HIGH STREET'S MISSING PIECE

They don't exist in the UK, but they should.

- Large, welcoming dining halls serving delicious, generous, balanced, climate-conscious meals; making eating out more affordable, easy and part of everyday life.
- Designed for scale. A replicable, modular layout and limited menu ensure consistent quality, operational efficiency and ease of expansion.
- Canteen-style flow and predictable pricing aligned with fast food, but with far greater nutritional value.
- Social franchise model with ownership earned through profit and financed through patient debt and community participation.

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.

THE PUBLIC PLATE PROVIDES SOCIAL FRANCHISING SUPPORT

The Public Plate stewards the system. It:

- Is steward-owned meaning that capital and control are separated to protect the mission in perpetuity
- Raises and structures patient capital to fund pilots and enable fair, long-term growth.
- Oversees a social impact fund that provides patient debt to franchisees, removing barriers to ownership.
- Regulates and sets standards; enabling franchisees to focus on running exceptional sites.
- Operates central production, delivering frozen “meals-in-progress” and procurement efficiencies.

A two year pilot programme, across two high footfall locations will prove that:

- We can serve balanced, climate-conscious meals at c. £10 with sustainable gross margins.
- A tech-enabled operating model can meet target staffing ratios while maintaining warmth.
- Local communities will choose to return regularly, as part of everyday life.

We are not seeking capital to fund restaurants. We are seeking patient partners to help prove that hospitality, when structurally redesigned, can become essential social infrastructure: commercially viable, and socially transformative, capable of strengthening our networks, at scale.

TWO PILOTS PROVE SITE VIABILITY

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 affordable meals out of the home
- Greater availability of nutritious, scratch-cooked food
- 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	£50K 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

Operationally, it blends the best of what already works: 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](#).

Building on these approaches, The Public Plate is designed to steward, finance and support a UK-wide network of public restaurants that are commercially viable yet socially transformative.

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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