



# ANNUAL REPORT

2024 / 2025



# CONTENTS

Chair’s Welcome **4-5**

Executive Director Introduction **6**

Board of Directors **7**

2024 - 2025 in Numbers **8-9**

Place Management **10-11**

Place Shaping **12-13**

Place Marketing **14-15**

Member Relations **16-17**

Corporate Affairs **18-19**

Financial Information **20-22**



# CHAIR'S WELCOME

It is a privilege to present the 2024/2025 Annual Report on behalf of FOR Cardiff and the Board of Directors.

2024/2025 was a year of growth, maturing long-term plans, and the continuing commitment to Cardiff city centre, not only in how we responded to challenge, but also in how we actively begin to shape the future. As patterns of work, leisure and commerce continue to evolve, city centres must adapt with confidence, imagination and a clear sense of purpose.

As the Business Improvement District (BID) for Cardiff city centre, FOR Cardiff remains steadfast in its drive to ensuring it is a place in which businesses can thrive, visitors feel welcome and our communities are proud to spend their time.

The year was one of delivery, developing traction and continued momentum on our existing plans. We have strengthened our position as a driving force in Wales's capital city and amplified the voice of businesses in key decisions which will shape our city, from transport and accessibility to placemaking, safety and sustainability. We have continued to invest in initiatives which enhance experience and drive footfall, while also laying the foundation for long-term transformation.

FOR Cardiff's Board remains committed to delivering measurable value for members while also holding a longer-term lens. We are focused on ensuring that FOR Cardiff continues to be agile, accountable and ambitious, ready not only to respond to change, but to lead it.

I would like to thank our members for their engagement and belief in collective action. Your support enables us to act with authority and purpose.

Together, we will ensure it remains a thriving capital which is confident in its identity, bold in its ambition, and ready for what comes next.

## Huw Llewellyn

Chair of FOR Cardiff Board of Directors



# INTRODUCTION



As Executive Director of FOR Cardiff, I am proud to present our Annual Report for 2024/2025, a reflection of what we delivered over the year and of the strength, resilience and ambition that define Cardiff city centre's business community.

From investing in environmental improvements and enhancing safety and security initiatives to delivering high-profile campaigns and events, our work is grounded in listening to our network of more than 800 members and responding with meaningful action.

Throughout 2024/2025, we reinforced our advocacy role, ensuring the voice of city centre businesses is represented in key conversations. A central focus of 2024/2025 was laying the foundations for the future. We have deepened relationships with key external stakeholders, explored innovative approaches to city centre management and continued to champion Cardiff as a capital city with confidence, character and commercial strength.

This progress would be impossible without the engagement and commitment of our members, Board of Directors, and partners. Your insight, collaboration and support are central to our work and drive everything we achieve.

Thank you for your continued support and partnership.

**Carolyn Brownell**

Executive Director at FOR Cardiff

# BOARD OF DIRECTORS 2024/2025

**Huw Llewellyn - Chair**

Head of Property and Facilities Management - Admiral

**Cliff Vanstone - Vice Chair**

Partner and Head of Branch - John Lewis and Partners

**Bruno Nunes**

CEO - Peppermint

**Ken Poole**

Head of Economic Development - Cardiff Council

**Nick Newman**

Director - Croeso Pubs

Chair Licensee Forum

**Leanne O'Brien**

Partner, Commercial Property - Capital Law

**Laura Davies**

Director of Communications, Marketing and Student Recruitment  
- Cardiff University

**Gemma Aitken**

General Manager - Lush

**Helen Morgan**

Centre Director - St. David's Dewi Sant

**Dan Jones**

Head of Community Safety and Violence Prevention - South Wales Police

**Margaret Waters** (Resigned 01/07/2025)

General Manager - Park Plaza Hotel

**Phil Sheeran** (Resigned 15/01/2025)

General Manager - Live Nation

# 2024-2025 IN NUMBERS



**101,344**

PEOPLE ASSISTED BY  
THE TAXI MARSHALS



**289**

CITYNET RADIO  
USERS



**80**

HANGING BASKETS  
INSTALLED



**1**

CITYWIDE ESG  
STRATEGY



**90**

REGISTERED  
SAFE PLACES



**1,400**  
GRAFFITI TAGS  
REMOVED



**204**

MEMBERS  
ATTENDED FULLY  
FUNDED TRAINING

**10**

JOB PLACEMENTS  
SECURED



**70,000**  
METERS JET  
WASHED

**800**

DISCARDED  
NEEDLES AND DRUG  
PARAPHERNALIA  
REMOVED



**70**

DAY CITY OF  
ARCADES CAMPAIGN



**93%**

SURVEYED SAID THEY  
WOULD VISIT THE  
ARCADES MORE OFTEN



**292**

STREETS CLEANED



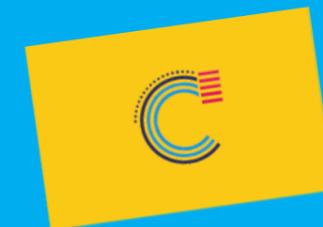
**182**

INDIVIDUAL CLEANSING  
REQUESTS COMPLETED



**46,500**

FOLLOWERS  
ACROSS ALL  
PLATFORMS



**40,000**

CARD USERS

# PLACE MANAGEMENT

FOR Cardiff's Place Management workstream takes a collaborative, city-focused approach, shaped by strong partnerships that align services, enhance communication and reinforce collective responsibility to ensure Cardiff city centre remains safe and well-managed.

## Cleaning and Greening the City Centre

During 2024/2025, frontline operational services remained crucial to maintaining the city centre's experience and standards. The Cleansing Team is a core service delivered by FOR Cardiff, and tackles issues beyond the scope of standard Cardiff Council provision.

Throughout 2024/2025, the Cleansing Team cleaned 292 streets, jet-washed 70,000 metres of pavement, and removed 14,000 graffiti tags. Responding to individual business requests is also a key part of the service, with 182 requests completed over the course of the year. This work is complemented by environmental initiatives, including the installation of hanging baskets which introduce green accents, support biodiversity and soften the urban environment. In 2024/2025, 80 hanging baskets were installed in the city centre.

Together, these operational and environmental actions demonstrate FOR Cardiff's commitment to creating an attractive, environmentally responsible city centre where businesses can thrive.

## Safety and Security

FOR Cardiff's Place Management workstream also prioritises safety and security with the delivery of coordinated initiatives including CityNet Radio, Cardiff Against Business Crime (CABC), the Night Safety Bus and the Taxi Marshals. These services aim to strengthen intelligence sharing, support the nighttime economy and respond to issues impacting businesses, residents and visitors.

CityNet Radio, a communication system which connects businesses and operational teams with South Wales Police, grew from 200 to 300 users in 2024/2025, enhancing responses to retail crime and anti-social behaviour. Supporting this is CABC, the central forum for tackling retail crime in the city centre and was established by FOR Cardiff in 2016.

The Night Safety Bus provides welfare support, medical assistance and a safe space for vulnerable people at night and is supported by the visible presence of the Night Marshals, who assist people enjoying the city centre's nightlife and maintain security and order in the city centre.

Together, these initiatives demonstrate FOR Cardiff's coordinated approach to safety, security and the environment, ensuring the city centre is safe, well-managed and resilient for businesses, residents and visitors.

“

**It was an honour to be re-elected as Chair of the CABC, and together with our newly elected Vice-Chair, Mark Pritchard, I want to reaffirm our commitment to strengthening the crime-reduction partnership in Cardiff City Centre. Over the coming year, we will look at new ways to involve more businesses, broaden engagement, and ensure we are representing the interests of all levy payers across the BID. Our goal is to be a strong, unified voice for the city centre and to continue driving forward positive, collaborative action.**

”

-Cliff Vanstone - Chair of CABC (Cardiff Against Business Crime)



# PLACE SHAPING

FOR Cardiff's Place Shaping workstream focuses on the strategic future of Cardiff, alongside sustained arts and cultural initiatives and proactive support for public and active travel.

## Seasonal Installations

In 2024, FOR Cardiff brought a spectacular light projection, Cardiff Aurora, to Cardiff Central Station. Featuring work from local artists, including Jack Skivens and Beth Blanford, the bespoke projection celebrated the unique spirit of Cardiff at Christmas.

Supported by the UK Government's Shared Prosperity Fund, FOR Cardiff also introduced new Christmas installations in Cardiff's iconic Victorian and Edwardian arcades. The initiative united the city centre's arcades under a shared decorative theme, enhancing the festive experience of residents and visitors.

November and December saw the return of the Christmas Park and Ride scheme which was operated in partnership with Cardiff Bus and Cardiff Council. Providing parking at Q Park in Cardiff Bay, the scheme saved an estimated 763 car journeys directly into the city centre, helping to reduce congestion and improve accessibility.

## Arts and Culture

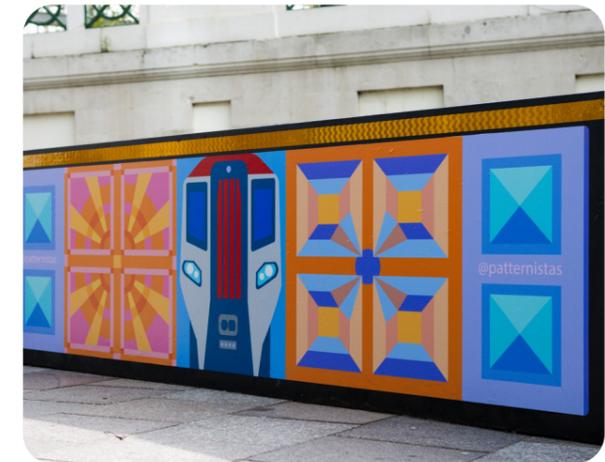
To celebrate Cardiff hosting the first nights of Oasis's reunion tour, FOR Cardiff installed a unique piece of artwork at the security lodge of the Utilita Arena. The mural immortalises Liam Gallagher's response on X (formerly Twitter) when asked why Cardiff had been chosen as the destination to kick-off for their reunion shows: 'Because Cardiff is the b\*ll\*x'. The mural featured in the official Oasis social media coverage of the Cardiff shows and became a fan favourite, with visitors from around the globe lining up for selfies.

A touch of summer fun arrived on Churchill Way when FOR Cardiff commissioned Cardiff-based Patternistas to brighten up the area. The family-friendly art installation included a hopscotch and playful patterns on the paving, along with picnic benches to encourage people to linger longer in the city centre.

Patternistas delivered an additional FOR Cardiff project in 2024/2025, bringing a new art installation to the hostile vehicle mitigation barriers outside Cardiff Central Station. The colourful graphic patterns, inspired

by elements of Cardiff architecture, were part-funded by Great Western Railway's Customer and Community Improvement Fund.

Throughout 2024/2025, FOR Cardiff responded to a variety of key consultations as part of its place shaping work, most notably a response to the Local Development Plan Deposit Plan and the Draft Regional Transport Plan. All of FOR Cardiff's consultation responses are available to view on the FOR Cardiff website here.



# PLACE MARKETING

FOR Cardiff's Place Marketing workstream delivers data-driven initiatives and strategic marketing to champion Cardiff as a vibrant place to live, work and visit. Our work is grounded in raising the city's profile and positioning Cardiff as one of the UK's most dynamic cities.

## Seasonal Events

For Christmas 2024, FOR Cardiff delivered the Light of Winter campaign, bringing a free light trail to Cardiff city centre for eight weeks over the festive period. The campaign was supported by a multi-channel marketing approach, including PR, social media and out-of-home (OOH) and digital advertising. Launching with a public light switch-on on Churchill Way and Central Square, the campaign positioned Cardiff as a leading Christmas destination.

To drive footfall to Cardiff city centre, in 2025 we hosted the Dino Discovery Trail in St. David's Dewi Sant to encourage families to visit during the Easter holidays. 99% of surveyed trail participants rated it as good/very good with over 6,000 people participating.

## City of Arcades

In 2025, we delivered a 70-day marketing campaign in celebration of Cardiff's 70th anniversary at Wales's capital city. The 70-day period explored a variety of themes to showcase Cardiff's heritage, culture communities and future ambition. The campaign concluded with The Time Traveller's Trail. An estimated 3,500 people participated in the trail with 93% of those surveyed saying they would visit Cardiff's arcades again following the success of the event.

## Cardiff Business Events Partnership

FOR Cardiff is a founder member of Cardiff Business Events Partnership (CBEP) and have continued to support this collaborative approach to driving business tourism and events to the city. Throughout 2024/2025, CBEP has delivered extensive brand awareness campaigns, and attended trade shows, showcasing Cardiff to conference bookers. A portion of the funding committed by FOR Cardiff in 2024/2025 has been rolled over into the new financial year and will continue to support initiatives that drive business into the city in 2025/2026.



# MEMBER RELATIONS

The Member Relations workstream focuses on building strong, productive relationships with levy-paying businesses and ensuring they receive a clear return on their investment in FOR Cardiff. The workstream delivers engagement activity across all sectors, gathers member feedback, strengthens business community connections, and supports the wider organisation by feeding insights into project development

## Fully Funded Training

Training is a major component of the workstream, with a focus on upskilling the Cardiff workforce and responding directly to member feedback. The training schedule is reviewed throughout the year, and several new courses were introduced based on member needs. New specialist sessions including:

- Vulnerability Training for the Night-Time Economy (Attended by 18 member businesses)
- Personal Safety Training (Attended by 12 member businesses)
- Mental Health First Aid (Attended by six member businesses)

## Networking and Events

Networking events are delivered throughout the year to strengthen relationships between members, stakeholders and FOR Cardiff staff.

These events targeted key sectors and senior decision-makers, and boosted engagement among junior members. Pop-up events also contributed to networking, with seven completed across major business locations such as Churchill House, Brunel House, Kocho, John Lewis and NatWest.

In November FOR Cardiff marked the city's 70th anniversary as the capital of Wales with a stakeholder event in the undercroft at Cardiff Castle. As key partners looked back over the last 70 years the report *The City We Have vs The City We Want* was also published exploring the ambitions of businesses and the public for the future of the city.

## Internship Scheme

The Cardiff University Internship Programme is delivered through this workstream and was developed to support FOR Cardiff's strategic goal of retaining talent in the Capital. The scheme secured a variety of placements across member businesses including Hodge Bank, Grasshopper, Depot and Welsh Power.

“

**I learnt so much, from data handling to office collaboration. As my first full-time office placement, it has helped me grow in confidence and confirmed my passion for working in purpose-driven organisations.**

”

- Ishita Kataria, Work Experience at The Wallich



# CORPORATE AFFAIRS

The Corporate Affairs workstream focuses on FOR Cardiff's position as a leading business voice, strengthening our political engagement and delivering our ESG strategy. Corporate Affairs also oversees the ongoing organisational development of FOR Cardiff.

## ESG Strategy

FOR Cardiff's environmental, social, and governance strategy launched in October. The strategy has been developed in line with the goals of the Wellbeing of Future Generations Act. Implementation of the strategy has seen the neutralisation of historic scope 1 and 2 emissions from FOR Cardiff, a switch to the Co-Operative Bank, which has also greatly increased the treasury management options available to the company, and the development of corporate volunteering opportunities. A key facet of FOR Cardiff's ESG delivery is the Equality City project which was relaunched this year with sign-ups from Grasshopper Communications, and Zero Fintech, as well as the development of the Equality City Development Programme which will be rolled out in 25-26.

The City Ambition Fund was also aligned with the ESG strategy this year and saw a range of projects with a climate focus awarded funding to deliver projects in the city centre, this work included a biodiversity enhancement programme with the Huggard centre as well as waste reduction interventions with Repair Cafe Wales. A separate full report on FOR Cardiff's delivery against the ESG strategy is available [here](#).

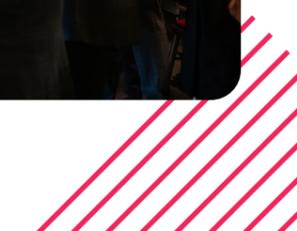
## Supporting our Members

Strengthening the business voice of FOR Cardiff has been a key focus this year with FOR Cardiff's Executive Director Carolyn Brownell taking on recurring columnist role for BusinessIn Wales, writing on topics as diverse as city events, the vital nature of the third sector, and inclusive recruitment for place-based development.

## Political Engagement

As founding members of High Streets UK, a UK wide forum representing the views of flagship high streets across Britain, FOR Cardiff has expanded its political influence at a UK level this year contributing to important conversations on business rates reform, retail crime, and overnight levies.

FOR Cardiff have also been directly strengthening our political influence meeting directly with Labour, Plaid Cymru, and Conservative politicians throughout the year. In December 2024 Carolyn Brownell accompanied Cabinet Secretary for the Economy, Energy, and Planning Rebecca Evans MS on a walkaround of the city centre, focussing on key high street issues including retail crime. Elsewhere policy conversations have focussed on the urgent need for business rates reform to secure the future of Welsh high streets. FOR Cardiff have also proactively engaged with the Visitor Levy process as the proposal moved through the Senedd and into Welsh law.



# FINANCIAL INFORMATION

FOR Cardiff's primary source of income is the BID levy paid by our 800+ member businesses. In accordance with the Business Improvement District Regulations Wales (2005) the levy is collected on behalf of FOR Cardiff by the non-domestic rates team at Cardiff Council. The levy is transferred to FOR Cardiff in full upon receipt.

For the period 1st December 2024 – 30th November 2025 the BID levy liability was £1,415,274 and the year-end collection rate was 96%.

Alongside the BID levy FOR Cardiff secured £133,547.32 of additional income in the financial year 2024-2025 from a range of sources including grant income, treasury management, and commercialisation of services.

FOR Cardiff's annual accounts for the year 2024-2025 have been signed off by the Board and are available to view on our website.

56% of FOR Cardiff's expenditure in 2024-2025 was immediately returned to the Cardiff economy via direct spending, this is an increase both proportionately and in real terms compared to 2024-2025 when the figure was 53%.

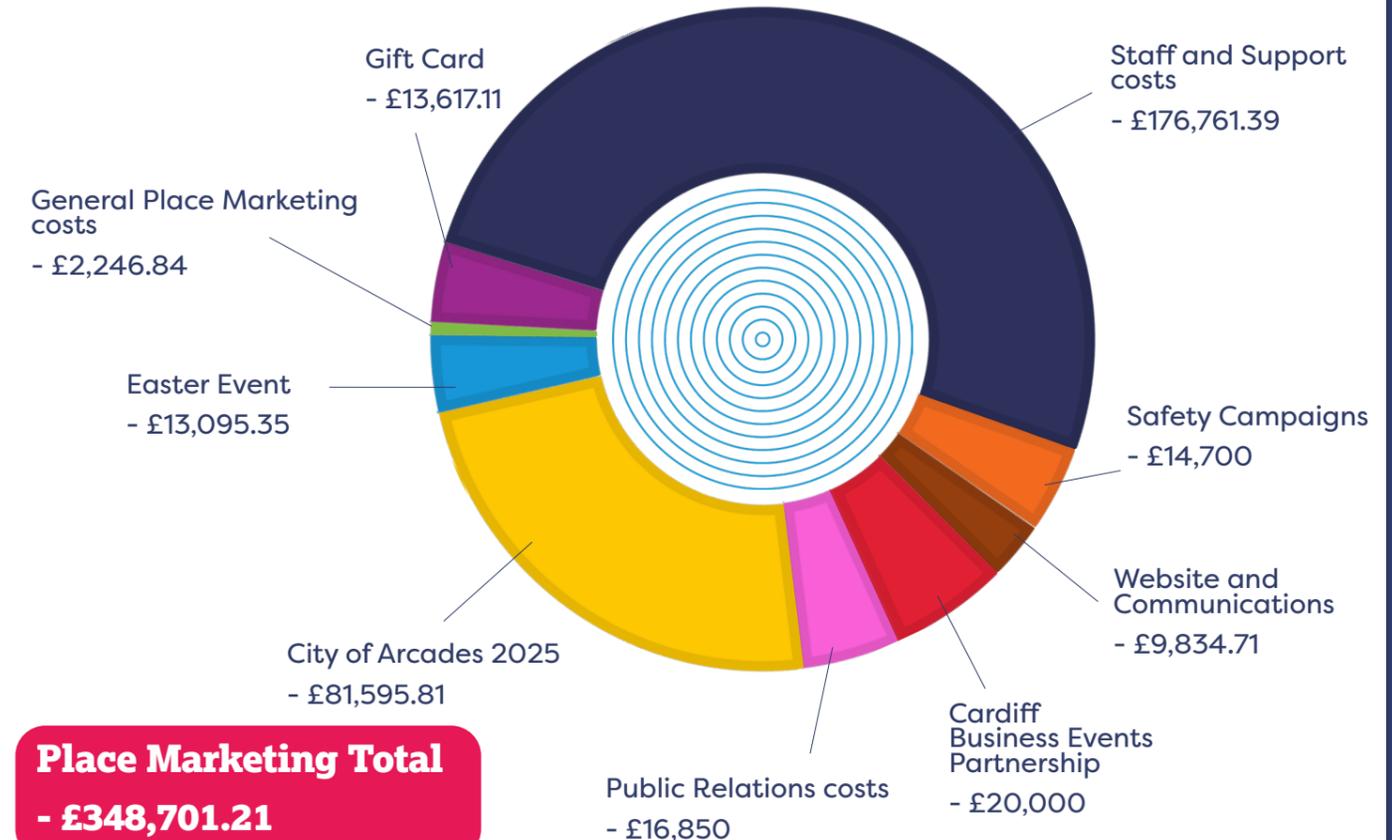
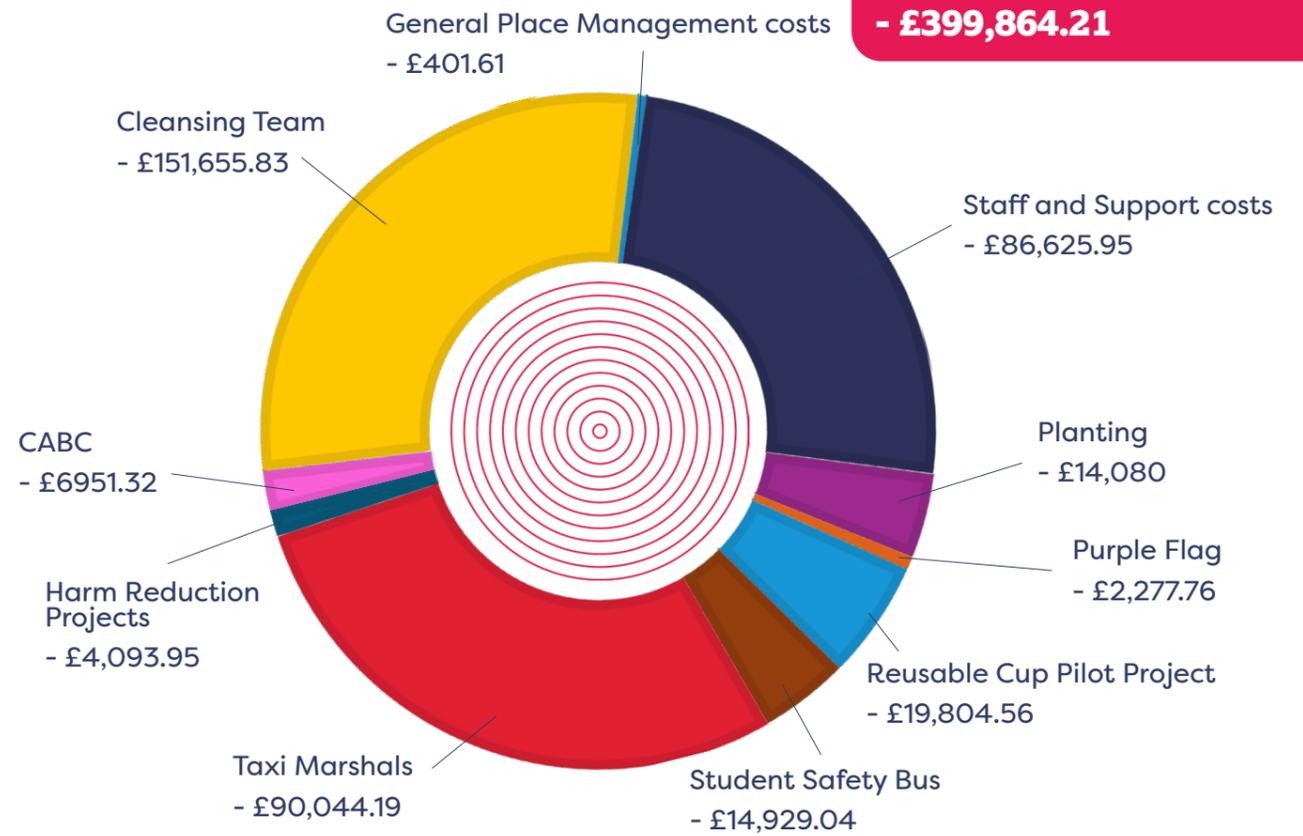
In addition to the workstream spend detailed overleaf FOR Cardiff incurred £216,096 of operating costs in 2024-25.

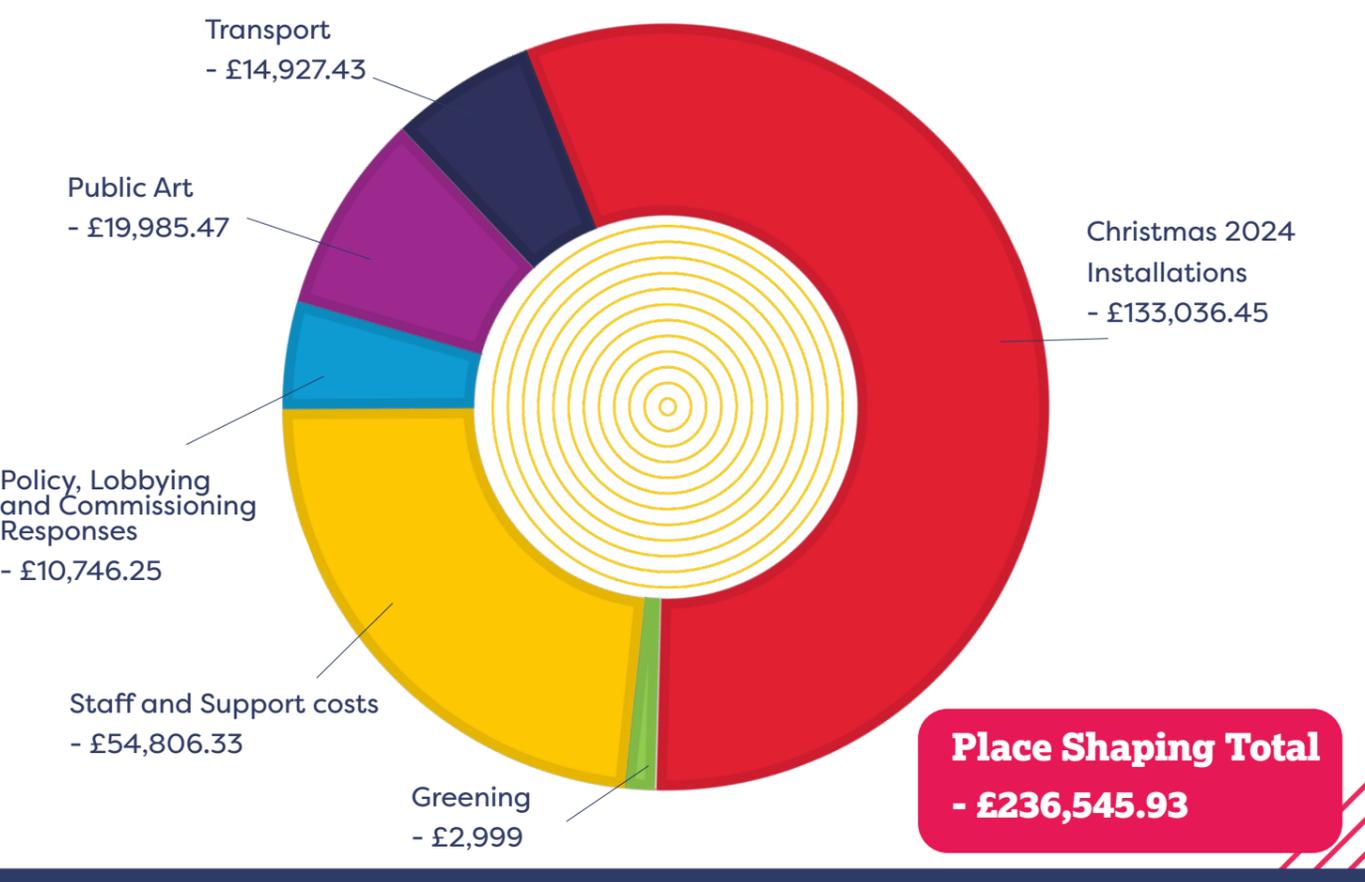
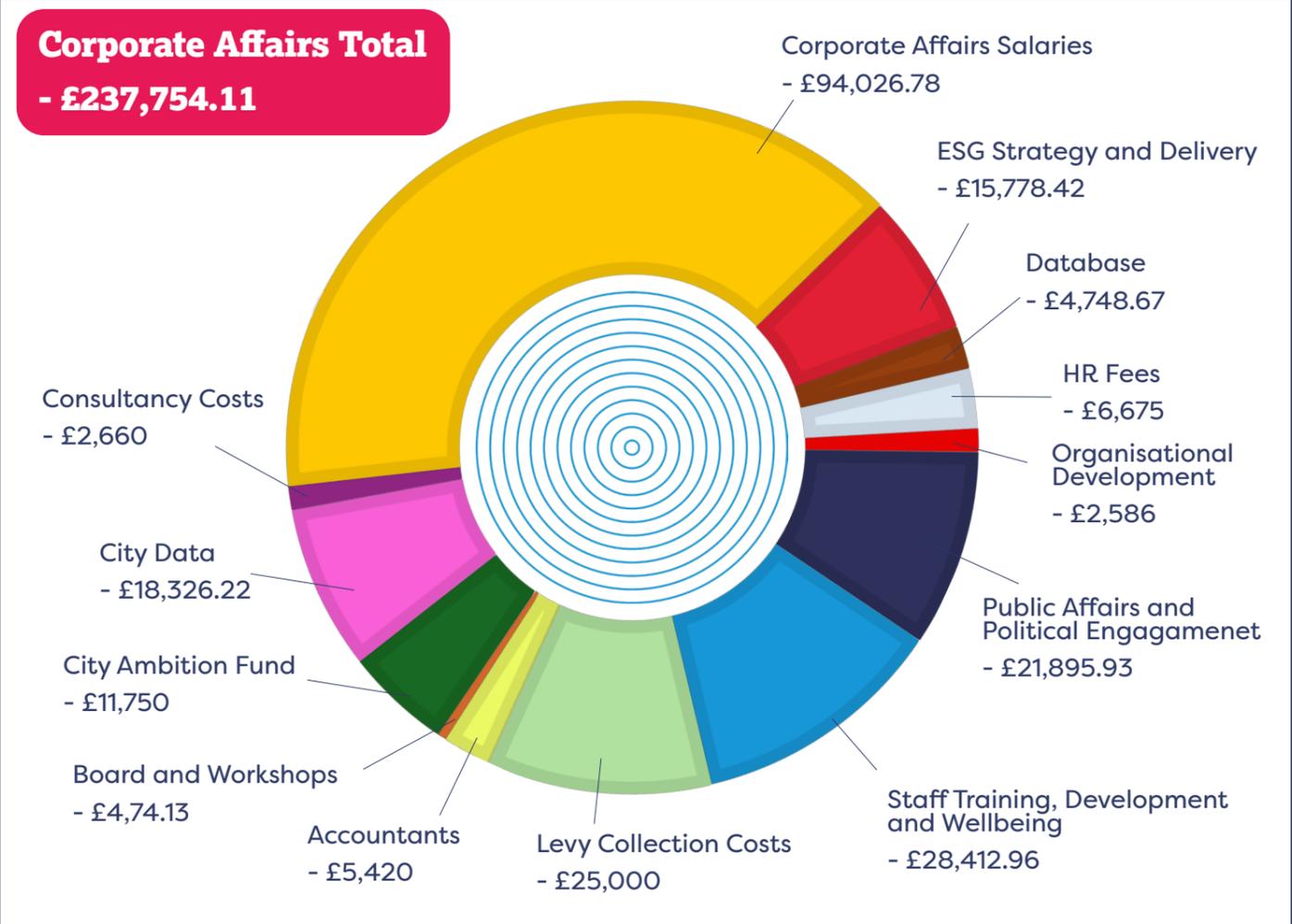
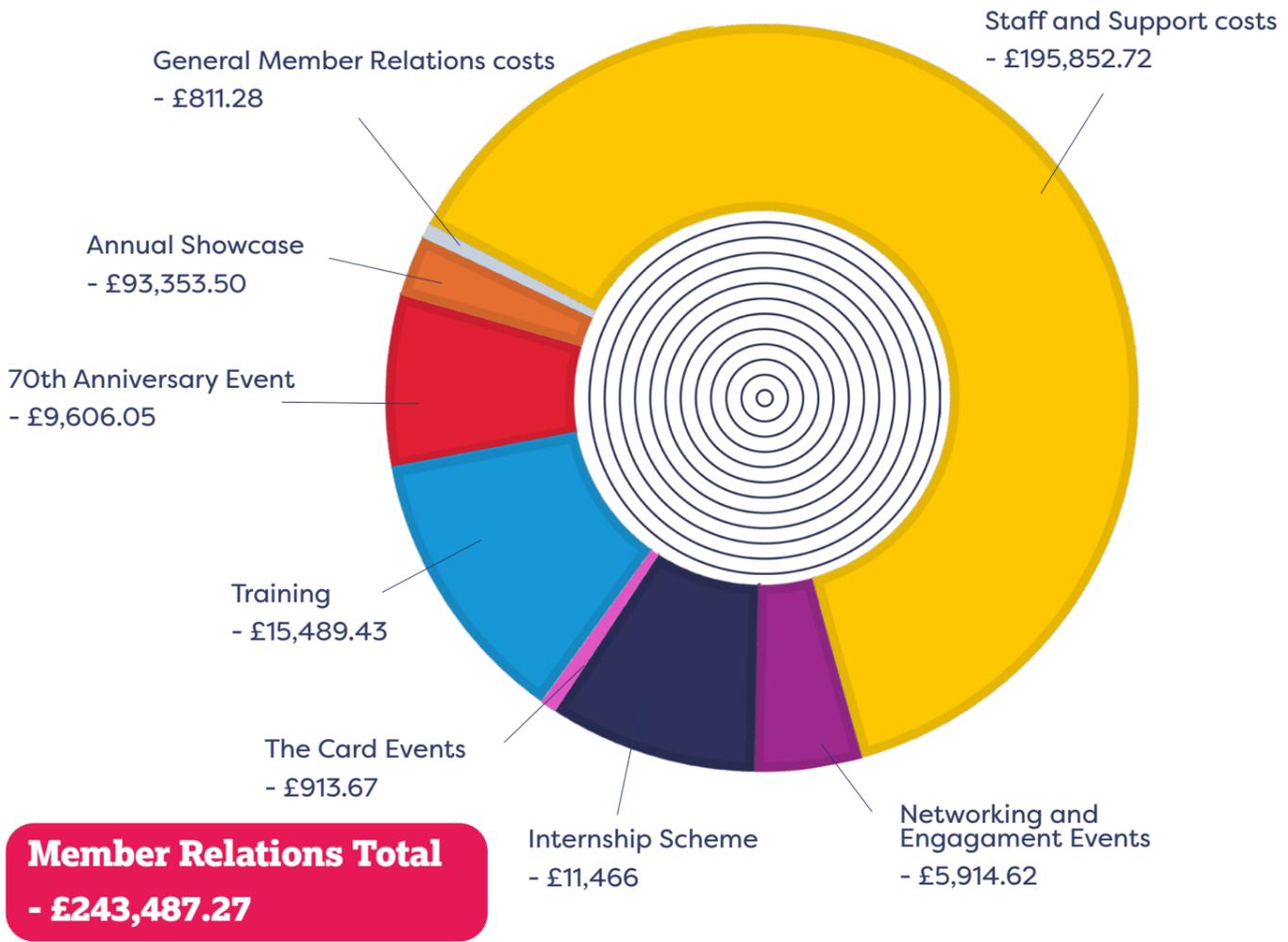
## Income

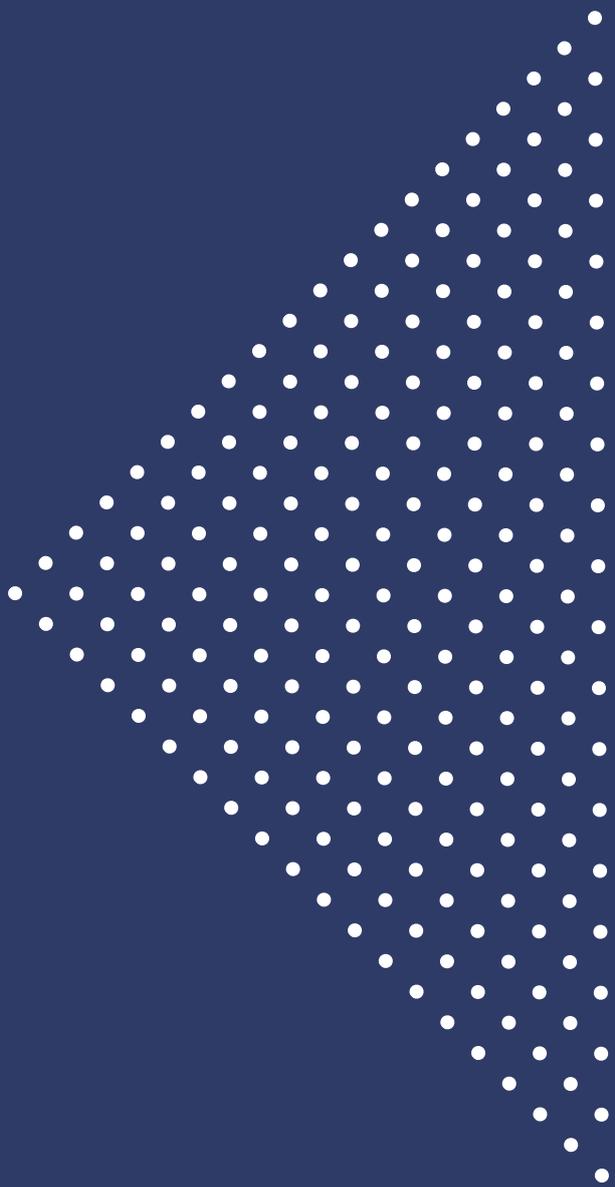
Brought forward	£550,000.00
CABC income	£28,169.05
Interest income	£7,245.62
Levy income	£1,315,000.00
Other revenue	£28,318.92
Voluntary levy income	£3,960.07
Gift card breakage income	£5,355.09
Grant received	£60,498.57
<b>Total income</b>	<b>£1,998,547.32</b>

These figures represent direct in year spend on projects outlined in this annual report – the allocation of prepayments and accruals will result in variation between these operational figures and the figures outlined in the formal company accounts.

## Workstream Spend







 [info@forcardiff.com](mailto:info@forcardiff.com)  
 [forcardiff.com](http://forcardiff.com)  
 02920 314 770

 7 St Andrew's Crescent  
Cardiff  
CF10 3DA