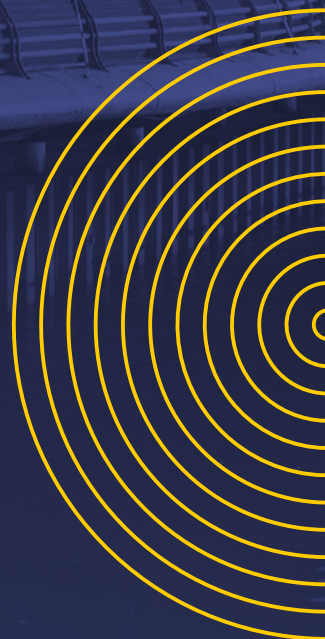




**DELIVERING  
MORE FOR  
CARDIFF,  
TOGETHER  
2026-2031**





This consultation asks for your thoughts on FOR Cardiff's proposals for 2026-2031, covering:

- ✔ Six priorities for delivery
- ✔ Expanding the BID area to include Cardiff Bay
- ✔ Funding

**HAVE YOUR SAY...**



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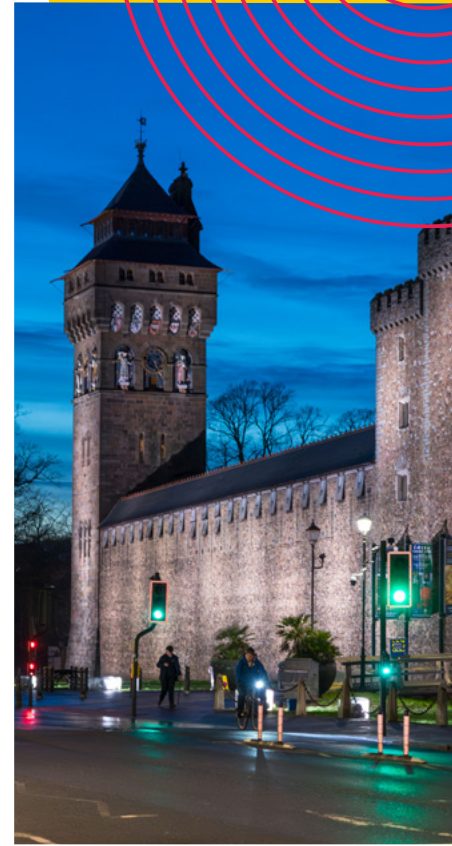
# BUSINESS IMPROVEMENT DISTRICTS AN OVERVIEW

## WHAT IS A BUSINESS IMPROVEMENT DISTRICT (BID)?

A Business Improvement District (BID) is a defined urban area where local businesses and organisations work together to improve the area they operate in.

The businesses and organisations in the BID pay an annual charge, referred to as a 'levy' (see page 20) which is used to fund services and projects which are additional to those provided by the Council.

These can include extra cleaning and safety initiatives, street decorations, visitor events, and support for businesses, such as fully funded training. Most cities in the UK have at least one BID.



## HOW ARE BIDS FORMED?

BIDs are only established if local businesses and organisations vote in favour of them. If the vote is successful, those businesses and organisations become BID members and pay an annual mandatory levy for a set term. An independent, not-for-profit company is formed to propose and manage the BID area and deliver improvements. Some members also volunteer to sit on the Board.

Every BID runs for a set period, in Cardiff it is five years. Before each new term, members are consulted and then asked to vote again in another ballot.

This is the consultation document for FOR Cardiff's third term ahead of a ballot in Summer 2026.

**HAVE YOUR SAY...**



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## WHAT IS FOR CARDIFF?

FOR Cardiff is the trading name of Cardiff BID Ltd., the private, independent, not-for-profit organisation established in 2016 to run the city centre's BID.

FOR Cardiff is the city's only BID and has delivered projects to improve everyone's experience of the city centre, with a focus on making it safer, cleaner, and greener, and creating more reasons to visit.

## WHO RUNS FOR CARDIFF?

The Executive Director, Carolyn Brownell, has been with FOR Cardiff since the BID was first established in 2016 and brings 17 years of BID experience from across the UK.

The Board is made up of representatives from its member organisations and ensures a strong voice for businesses in shaping the work of the BID. Alongside the Board, dedicated member Working Groups are responsible for the effective delivery of the business projects and services. All giving their time voluntarily, there are more than 30 different businesses represented across the Board and Working Groups.

# CARDIFF 2026-2031: TRANSFORMATIONAL OPPORTUNITIES, SIGNIFICANT CHALLENGES



Over the next five years, Cardiff will undergo once-in-a-generation transformation, bringing major opportunities alongside continuing economic challenges. This document seeks your views on how, together, we can maximise those opportunities and respond to those challenges.

We believe Cardiff's greatest opportunity lies in making the most of what the entire city has to offer, and now is the time to realise that potential. We are therefore proposing, for the first time, bringing both the city centre and Cardiff Bay together within the BID area.

## To our city centre members:

Since the first ballot in 2016 where 81% of you voted in favour of bringing a BID to Cardiff, we have worked together to improve everyone's experience of the city centre.

Your BID levy contributions since December 2016 - totalling £12 million of additional investment into our capital city - have funded impactful programmes for a safer, cleaner, greener Cardiff and award-winning visitor campaigns and events.

We have also faced significant challenges together, not least the Covid-19 pandemic, during which you voted overwhelmingly (91%) for our second term. We have benefited immensely from your ongoing input over the past decade and would welcome your feedback on this document and what you would like to see over the next five years.

## To our potential Cardiff Bay members:

In our September 2025 consultation, 68% of you supported a proposal to expand the BID area, and we hope you will join us in continuing to invest in our capital city together. We work closely with our members, and their views shape our projects and campaigns. We therefore welcome your feedback on the proposals in this document, in addition to your ideas for the next BID term.

As an experienced team, we understand that the Bay faces different challenges to the city centre. Our business plan will be shaped to ensure that we meet the needs of businesses in the Bay, while working across the expanded BID area to enhance the opportunities available to the whole city.

FOR Cardiff is funded and led by you and you help set the investment priorities. Please share your views in whatever way suits you - by attending one of our consultation events, emailing, calling, or messaging us, or arranging a face-to-face meeting.

Thank you for taking the time to consider this document. We look forward to hearing your views.

A handwritten signature in black ink, appearing to read 'C. Brownell'.

**Carolyn Brownell**  
Executive Director

**HAVE YOUR SAY...**



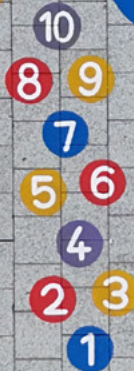
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# HAVE YOUR SAY!

This document is a fundamental part of our consultation with you ahead of preparing FOR Cardiff's 2026-2031 business plan, on which you will vote in June 2026 (key dates are included on page 20).

Throughout this document, we set out how a decade of strategic action has enhanced Cardiff, strengthened its profile, and attracted new opportunities. We will also outline our proposed priorities for the next five years, together with how we plan to fund and deliver them.

We welcome your views on what you consider will deliver the greatest benefit for Cardiff during 2026-2031, a pivotal period for our capital city.



# HOW FOR CARDIFF DELIVERS FOR THE CITY AND ITS MEMBERS

# 1

## CLEANER STREETS

- ✓ Cleansing teams operate **52** weeks of the year, providing regular street cleaning, removing rubbish and graffiti, and refreshing paintwork.
- ✓ Members' **Rapid Response Cleansing Service** deals with issues as they arise, including needle collection service. **182** requests were completed in 2025.
- ✓ Bi-monthly street audits.



**HAVE YOUR SAY...**



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# 2

## SAFETY AND SECURITY

- ✓ **Taxi Marshals** operate every weekend and on event days, helping 100,000+ people get home safely each year.
- ✓ Local promotion of nation-wide safety schemes:
  - **Ask for Angela** - working with South Wales Police, we have provided bilingual materials for businesses to ensure people who feel unsafe in venues can receive discreet support.
  - **Safe Places** - a network of **90** Safe Places locations registered in the city, for people feeling intimidated or at risk. The award-winning launch led to the creation of the Women's Safety Network, a unique cross-sector partnership and the UK's first 24-hour Women's Safety Charter.
- ✓ **CityNet Radio** Radio enables businesses to efficiently communicate with each other and the police. FOR Cardiff supports this with training and equipment - **289** radios supplied to date.
- ✓ **Cardiff Against Business Crime (CABC)**, was established by FOR Cardiff in 2017; accredited in 2019 by the National Association of Business Crime Partnerships.
- ✓ FOR Cardiff supports the award-winning **Cardiff Community Alcohol Partnership (CAP)**, educating 18-25-year-olds about the risks of excessive drinking.



# 3

## GREENER ENVIRONMENT

- ✓ Hanging baskets and planters are provided and maintained all year round, with more than **2,000** hanging baskets installed since 2016.
- ✓ Training and workshop support offered to businesses to help them meet their sustainability targets.
- ✓ Christmas Park and Ride, brings more visitors into the city centre whilst improving air quality, used by over **4750** cars since its 2023 launch.



**HAVE YOUR SAY...**



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# 4

## MORE REASONS TO VISIT

Our award-winning campaigns are designed to celebrate Cardiff's unique character, heritage and identity and attract visitors and encourage longer stays both at key times of the year and during quieter periods:

- ✓ Since 2018, we have promoted Cardiff as the **City of Arcades** via annual marketing campaigns to showcase the retail and leisure offer and boost footfall across the city. This brand won an international marketing award in 2023, raising Cardiff's profile on the global stage.
- ✓ Every year, we commission bespoke, globally distinctive **Christmas** installations which showcase Welsh creators via inclusive and experiential public art. These landmark commissions set the Christmas experience apart from other major UK cities, giving visitors compelling reasons to choose Cardiff, immerse themselves in the city and stay longer during the festive season.
- ✓ Our **Easter** activations focus on reasons for families to explore the city centre with free, interactive installations. Every year, creative engagement activities, such as the *Into the Wild Trail* and *Dino Discovery Trail*, attract thousands of families into the city centre to take part and explore all that's on offer.
- ✓ Since 2022, our members' **City Ambition Fund** has invested £118,439 in 35 diverse creative, impactful projects that help make Cardiff an even better place to live, work, and visit.





## FOR OUR MEMBERS

FOR Cardiff is a unique, representative voice for businesses and organisations within the BID area. Our members increasingly want their perspectives considered and their interests represented.

### ✓ **EVENTS AND INFORMATION ON THE ISSUES IMPORTANT TO OUR MEMBERS:**

- FOR Cardiff hosts a variety of networking events which aim to connect members, support collaboration, and keep businesses informed. Networking events include Night at the Museum (2025), John Lewis VIP Shopping, and the Equality City launch (2023).
- FOR Cardiff also represents member interests via responses to key consultations, such as Cardiff Crossrail Phase 1, City Square Park, and Business Rates.

### ✓ **CARDIFF GIFT CARD**

For shopping, food and drink and more, the gift card brings income to our independent and nationwide brand member businesses, with 29% year-on-year growth.

### ✓ **FULLY FUNDED TRAINING**

**28** different courses were delivered between 2022-2025. Courses included mental health awareness, improving diversity and carbon literacy. **873** people received training over the period.

### ✓ **THE CARD**

Introduced in 2019, The Card now provides **25,526** app users and **40,000** physical card users within our member businesses with discounts and offers. Members can also display their businesses.

### ✓ **INTERNSHIP SCHEME**

A flexible, accessible, and impactful four to six-week internship programme was delivered with **50%** funding support to ensure all placements pay the Real Living Wage.

### ✓ **RAISING THE PROFILE OF OUR CITY AND OUR MEMBERS**

FOR Cardiff invests in growing our social media following and engagement to promote the consumer and visitor campaigns we deliver in collaboration with our members.

### ✓ **ESG STRATEGY**

A full **Environmental, Social and Governance (ESG) strategy** to help members plan, track, and evidence their environmental and social impact - the UK's first to be provided by a BID.

### ✓ **EQUALITY CITY**

FOR Cardiff's initiative helps to embed equality and diversity into working practices, aiming to make Cardiff a city that affords everyone the same opportunities, unlocks the full benefits of inclusion, and is free from all forms of discrimination.

### ✓ **PARTNERSHIPS**

Nothing FOR Cardiff does would be possible without partnership working and while there have been hundreds over the last decade notable mentions go to Pride Cymru, Transport for Wales, Welsh Rugby Union, Cardiff University, Cardiff Council and the Royal Welsh College of Music and Drama.

**HAVE YOUR SAY...**



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Liam Gallagher tweet image. Showcased by Oasis on X, received a total audience of **29.9M** across media.



# CAMPAIGN AND PROJECT HIGHLIGHTS:

## CITY OF ARCADES

### 2025: A 70-DAY CAMPAIGN TO CELEBRATE CARDIFF'S 70TH ANNIVERSARY AS A CAPITAL CITY

3,500 event participants across Time Traveller's Trail and Cardiff Foodie Market. 91% of visitors discovered a new business in the arcades and 93% said they would visit the arcades more often after the event.

### 2023 - CITY OF ARCADES DAY/BOARD GAME

100,000+ footfall on event day with a campaign reach of 47M+.



## INTO THE WILD TRAIL EASTER 2024

6,000+ visitors  
99% of people surveyed rated it good/ very good.  
2M+ engagements with marketing campaign.



## CHRISTMAS 2025

**in partnership with Visit Cardiff:**

3.3M+ people engaged with the 'A Very Cardiff Christmas' campaign which showcased the city centre's festive retail and hospitality offering. 4M+ footfall in December 2025



**HAVE YOUR SAY...**



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# CARDIFF MUSIC CITY FESTIVAL 2024

11,000+ people visited the Under Neon Loneliness installation by Mark James in Central Square, part-funded during Cardiff Music City Festival 2024.



## THE ART AND SOUL OF CARDIFF

FOR Cardiff commissioned seven huge sculptures suspended from the ceilings of Cardiff's historic arcades. The pieces, telling the story of Cardiff, were created by alumni of the Royal Welsh College of Music and Drama.



## CREATIVES OF THE CAPITAL

During the pandemic we created an award-winning digital art exhibition to celebrate St David's Day, showcasing ten iconic images from Royal Welsh College of Music and Drama students.

## CITY AMBITION FUND

Jack Scrivens' first children's book, Night of the Animal Wall, set in Cardiff city centre.

The Cardiff Wine Passport has generated £40,000+ of additional revenue for independent city centre bars and restaurants.



# OPPORTUNITIES AND CHALLENGES FOR CARDIFF 2026-2031

Cardiff has not seen such transformational investment since the turn of the Millenium:

- ✓ Cardiff Crossrail (2028)
- ✓ New arena in Cardiff Bay (2028)
- ✓ Improved links into Cardiff via the South Wales Metro
- ✓ Continuing major city centre regeneration projects
- ✓ Growing international reputation as a destination for world-class music and sporting events, including the opening match of the 2028 UEFA Euros

At the same time, significant economic difficulties remain, including:

- ✓ Rising employment costs
- ✓ Enduring cost-of-living crisis
- ✓ Economic uncertainty
- ✓ Retail crime
- ✓ Stretched public services

The need to work together to maximise opportunities, address shared challenges and ensure a strong, collective voice to represent our interests to government has never been greater. Additionally, with public finances stretched further than ever, securing regular, stable, additional investment into our capital city has never been more important.

It is clear from our recent city centre-based consultation that businesses want Cardiff to feel safe, clean and welcoming; a city which feels vibrant and distinctive. Businesses also want a BID which supports their growth through campaigns, data, training and a strong representative voice.

Alongside these pressures, businesses are also navigating rapid technological change. New digital tools, including artificial intelligence, are increasingly shaping how organisations manage data, engage customers, plan their workforce and improve productivity.

For many businesses, particularly SMEs, the challenge is not the availability of these technologies, but how to adopt them responsibly, affordably and in ways that genuinely support day-to-day operations. Understanding and responding to this evolving landscape will be crucial to ensuring Cardiff's businesses remain competitive and resilient over the next five years.

We are asking for your feedback on our proposals to deliver that, set out in this document.

**HAVE YOUR SAY...**



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# OUR SIX PROPOSED PRIORITIES TO DELIVER MORE FOR CARDIFF TOGETHER, 2026-2031:

1

## A MORE WELCOMING CARDIFF

Making the capital safer, cleaner, and greener, delivered through:

- Marshals, cleansing and rapid-response services
- Safety partnerships and anti-crime initiatives
- Lighting, signage and public-realm enhancements

2

## A MORE CONNECTED CARDIFF

Making it easier and more enjoyable to get around and explore all the city has to offer, delivered through:

- Advocacy on transport hubs, active travel, and accessibility
- Wayfinding improvements
- Promoting the city centre-Bay connectivity

3

## MORE REASONS TO VISIT

Increasing footfall and enhancing people's experience of our vibrant capital, delivered through:

- Events, animation and seasonal campaigns
- Support for local arts & culture
- Greening, seating and place improvements

4

## MORE FOR THE FUTURE

Supporting a more resilient and competitive capital, delivered through:

- Delivering the city's ESG Strategy
- Providing carbon reduction support
- Circular economy and biodiversity pilots at a whole-city level

5

## MORE SAY FOR YOU

A confident, independent voice for corporate Cardiff, delivered through:

- Lobbying on business rates, retail crime and city centre resilience
- Policy engagement at city, Wales and UK levels
- Using data and insight to better understand member feedback and inform our advocacy and policy engagement

6

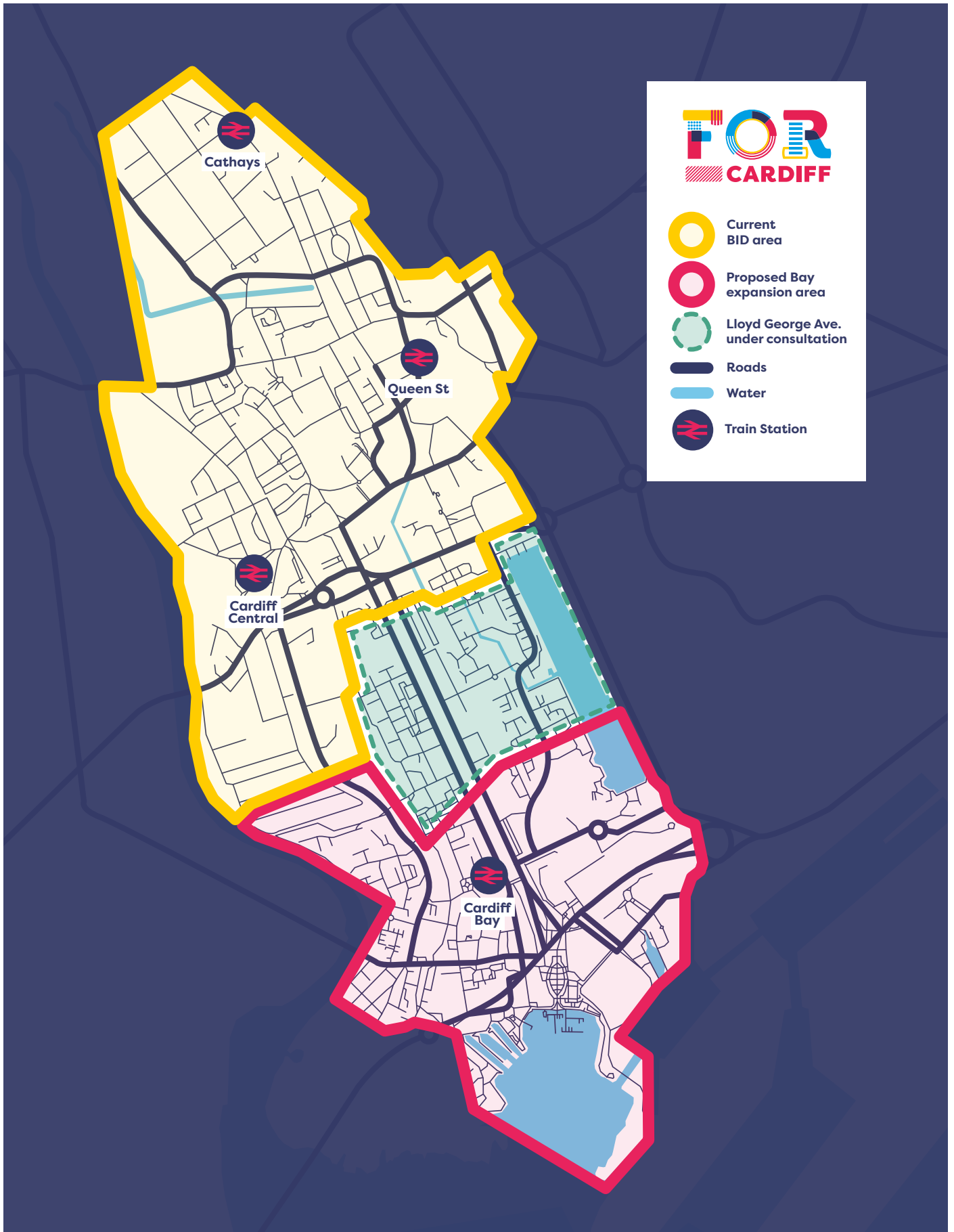
## MORE FOR YOUR PEOPLE

Developing skills, inclusion, wellbeing and employee benefits, delivered through:

- Funded training and skills programmes, including practical digital skills and confidence in the workplace
- Talent retention partnerships
- Inclusion, wellbeing and community-building through The Card and other benefits



# PROPOSED BID3 AREA



**HAVE YOUR SAY...**



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# DETAIL OF PROPOSED CARDIFF BAY EXPANSION



- 1 Curran Embankment
- 2 Curran Rd
- 3 Dumballs Rd
- 4 Bute St
- 5 Lloyd George Ave
- 6 Schooner Way
- 7 Central Link
- 8 Cardiff Bay Link Rd
- 9 Pierhead St
- 10 Britannia Quay
- 11 Harbour Dr
- 12 Havannah St
- 13 Cardiff Bay Link Rd
- 14 Clarence Embankment
- 15 Clarence Rd

## WHY PROPOSE ONE BID THAT UNITES CARDIFF CITY CENTRE AND CARDIFF BAY?

- We believe the big opportunity for our capital city lies in the whole-city offer and that now is the time to help realise it.
- The historically poor connection between the city centre and Cardiff Bay has been a challenge and that is now being addressed through the Cardiff Crossrail, due in 2028 in time for the new arena in the Bay to open.
- As we head into this period of transformation, enlarging the area would raise a further £1 million of annual investment in the city at this crucial time: £5 million between 2026 and 2031.
- 68% of the organisations in the Bay we consulted with during September 2025 were in favour of proposing a ballot for the area.

If the response to this consultation is positive, we will include it in our business plan for 2026-2031 which will be voted upon. Therefore, the ultimate decision rests with you.

# PROPOSED LEVY AND BUDGET

Our proposed levy rate for 2026-2031 is **1.6%**. The levy for each hereditament (property) is calculated by multiplying the rateable value of that property by the levy rate. For example a property with a rateable value of £30,000 would pay £480 a year. To look up the rateable value of any property you can use the government's valuation checker [here](#). The levy will be calculated based on the 2023 rating of your property so that businesses can see the true cost of their levy bill now. A new rating list will be released on April 1st 2026, and you may be able to see a draft version of that listing online now, however the finalised list will not be released in sufficient time to set budgets and engage with businesses before the ballot will take place.

The impact of the proposed increase varies by member. A small number will see a reduction in their bill, and the average change per hereditament would be an increase of £738 per year. We will be conducting one-to-one consultations around changes to discounts and the level we set for the cap with businesses who may be potentially affected.

FOR Cardiff's levy rate was set at 1% in 2016 and has increased marginally to the current rate of 1.06% - with levies being charged based on the 2017 rateable value list. The costs of running services have increased significantly more than this. At the same time, changes to the valuation of some properties in Cardiff, on which the levy is based, means less money is collected overall. This has reduced our funding in real terms. To continue to deliver services at the

current level, the levy rate must be increased. We are also proposing to include an annual inflationary increase, at the discretion of the Board, in the levy rules to ensure our ability to deliver does not diminish as the term goes on.

We are also proposing to raise the 'rateable value threshold' for businesses who will pay the levy from £25,000 to £30,000. If your property has a rateable value of below £30,000 on the 2023 ratings list, you will not be liable for the BID levy even if you are currently being charged the levy in the current term. This would mean that fewer SMEs would have to pay the levy. Businesses that fall below the threshold will have the option to join FOR Cardiff as voluntary members.

The proposed levy arrangements would bring investment worth £2.6 million to Cardiff city centre and Cardiff Bay every year. This compares to the current £1.4 million from the city centre.

Over the five years of the next BID that would mean £13 million being invested to improve Cardiff by its businesses and organisations. FOR Cardiff will also pursue additional income to extend the scope of our delivery. During the current BID term £562,000 of additional income has been raised to supplement the levy paid by businesses, as well as tens of thousands of pounds worth of in-kind support. We will endeavour to continue in securing significant additional income in our third term to enhance our projects and delivery.

## HOW DOES THE PROPOSED CARDIFF LEVY COMPARE TO OTHER UK CITY BIDS?



**HAVE YOUR SAY...**



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# WHAT CAN BUSINESSES EXPECT FROM THE NEW BID TERM?

## FOR EXISTING CITY CENTRE MEMBERS:

- FOR Cardiff will continue to build on its 10-year track record of enhancing and promoting the city.
- The proposals for BID 3 bring in additional investment and secure FOR Cardiff's funding at a time of challenge and great opportunity.
- Expanding the BID area creates the opportunity to include the Bay's complementary offer in our promotion of the whole city.
- FOR Cardiff is a unique, representative voice for businesses and organisations within the BID area.



## FOR POTENTIAL CARDIFF BAY MEMBERS:

- Together, through FOR Cardiff, members invest in making the city cleaner, greener and safer – and creating more reasons to visit and stay in the city. Under our proposal for the expanded BID area, that investment would be £2.6 million per year of additional funding to benefit the city.
- FOR Cardiff runs campaigns throughout the year to enhance the visitor experience, bring more people into the city and encourage them to stay longer when they visit. These campaigns support the wider promotion of the city, its businesses, venues, and attractions.
- Campaigns which enhance visitor experience and promote the city.
- FOR Cardiff members benefit from a range of tailored support, services and training which are developed in response to members' needs and priorities.
- By being part of the BID, Cardiff Bay members will have the opportunity to shape its direction, priorities, and services.



# SHARE YOUR THOUGHTS AND IDEAS ON DELIVERING MORE FOR CARDIFF 2026-2031

This document is a key part of our formal consultation which will help to shape our proposed business plan for what the BID priorities and delivers in the next five years.

There are lots of ways that you can share your thoughts:

- Contact us using the contact information at the bottom of this page
- Email us to request a one-to-one meeting on [consultation@forcardiff.com](mailto:consultation@forcardiff.com)
- Join us at one of our events in the city centre or Bay: keep an eye out for our e-newsletters or on our socials for details

Once we have collected feedback and consulted with members in the city and centre, and potential members in the Bay, we will share our proposed Business Plan with you.



**HAVE YOUR SAY...**



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# KEY DATES 2026

## JANUARY - MAY

Engaging with our existing and potential new members to gain your feedback on our proposed plans.

## MID-MAY

Business Plan 2026-2031 launches. Hard copies will be posted to all voters and a digital version published on the website.

## 15TH MAY

Notice of Ballot: your ballot paper with pre-paid envelope will arrive in the post soon after this.

## 4TH JUNE

Ballot opens and you can post your vote.

## 2ND JULY

Ballot closes.

## 3RD JULY

The FOR Cardiff website and social media will publish the ballot result.





For more information visit  
[forcardiff.com/BID3ballot](https://forcardiff.com/BID3ballot)  
[#MoreFORCardiff](https://twitter.com/MoreFORCardiff)

