



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



FOREWORD

Cardiff is a city with extraordinary potential, a capital with global ambition, a vibrant business community and a thriving visitor economy. To unlock the full extent of this potential, we must prioritise the fundamentals that matter most to our members.

Extensive consultation has made it clear, a cleaner, greener and safer Cardiff is essential for a prosperous and resilient city.

Since our inception in 2016, FOR Cardiff has built a strong reputation for inspiring innovation and delivering measurable results. Over the past decade, we have grown a network of more than 800 member businesses in the city centre, working collaboratively to deliver tangible benefits for Cardiff. In our third BID term, we look forward to expanding our network to include Cardiff Bay's businesses and stand as one for our city.

Through environmental improvements, strengthened safety initiatives and high-impact projects, we have remained true to our core values. This commitment underpins our plans for the next BID term, 2026–2031. As a champion of our membership, we hope to continue to act as the collective voice for businesses operating in Cardiff city centre, while expanding our role to represent Cardiff Bay's thriving business community, ensuring a truly inclusive and representative voice for our city.

As Cardiff enters a period of evolution, now is a crucial moment to realise Cardiff's potential and optimise these opportunities. I urge you to vote for continued collaboration and progress and build on the fantastic things we have accomplished in partnership over the past decade, delivering more for Cardiff, together.



Huw Llewellyn,
Chair of FOR Cardiff Board of Directors



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VOTE YES





OUR VISION: SEIZING OPPORTUNITY IN A TIME OF TRANSFORMATION

Cardiff is entering a pivotal period of transformation. Major developments, new infrastructure and investment will unlock significant opportunities, while ongoing economic pressures continue to test the resilience of businesses across the city.

This Business Plan outlines how FOR Cardiff will seize those opportunities and respond proactively to the challenges ahead.

Cardiff's next chapter must be defined not solely by regeneration, but also by a sustained commitment to

economic growth. FOR Cardiff will ensure major public and private investment translates into higher productivity, stronger trading conditions, and lasting commercial confidence for businesses of all sizes.

We will position the BID as a strategic partner in Cardiff's growth agenda, ensuring the voice of businesses shapes decisions on infrastructure, regeneration and inward investment.

As Executive Director, I am proud to lead an organisation that champions its members

and provides a strong, unified voice for businesses in Cardiff city centre. In FOR Cardiff's next BID term, we are committed to broadening that representation to include the vibrant business community in Cardiff Bay, ensuring our work reflects and supports the full strength and diversity of Cardiff's economic activity.

FOR Cardiff will stand alongside businesses through change, providing leadership, advocacy and practical support. In our third BID term, we will deliver with the same focus, energy and impact that has defined the past decade.

BUILDING ON SUCCESS IN CARDIFF CITY CENTRE

Since the inaugural ballot in 2016, when 81% of businesses voted to establish a Business Improvement District (BID), we have secured over £12 million additional investment for our city-centre.

This investment has delivered:

- ✓ A safer, cleaner and greener urban environment.
- ✓ Award-winning marketing campaigns and events.
- ✓ Strategic partnerships which strengthen resilience.

In 2021, **91%** of members voted for a second BID term, reaffirming their confidence in FOR Cardiff's collective impact.

We now build on that foundation, raising our ambition, extending our reach and positioning Cardiff city centre for sustained success.

EXPANDING TO CARDIFF BAY

Following strong support for expansion of the BID area, this Business Plan sets out how bringing Cardiff Bay into the BID will create a more connected and cohesive city economy.

We recognise Cardiff Bay faces distinct opportunities and challenges. Our approach will deliver:

- ✓ Targeted investment tailored to the needs of Cardiff Bay businesses.
- ✓ Projects designed to grow Cardiff Bay's commercial and visitor economy.
- ✓ Strategic alignment across the expanded BID area to maximise city-wide impact.

Bringing Cardiff city centre and Cardiff Bay within a single BID area will strengthen Cardiff's economic ecosystem. It will enable improved alignment between Cardiff's commercial, cultural and visitor economies, support business clustering, and create stronger conditions for investment, relocation and long-term growth.

Now is the moment to build on the achievements of FOR Cardiff's first ten years and unlock even greater potential for our city.

Carolyn Brownell, Executive Director

SUPPORTING CARDIFF'S GROWTH AMBITION



Supporting regeneration and infrastructure alignment.



Championing commercial competitiveness.



Strengthening the city's investment narrative.



Leveraging data and insight to inform decision-making.

VOTE YES



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WHAT IS A BUSINESS IMPROVEMENT DISTRICT (BID)?

A Business Improvement District (BID) is a defined area in which local eligible businesses collaborate to fund projects and services that enhance their trading environment. These initiatives are additional to those provided by the local authority.

A BID is established through a formal ballot in which eligible businesses vote on its creation or renewal. Following a successful vote, a private, not-for-profit company is formed to manage the BID area.

All eligible businesses within the designated area automatically become members and pay a mandatory annual levy, calculated according to their rateable value. This funding is used to deliver projects and services which are developed in consultation with members and aligned with their priorities.



THERE ARE OVER 340 BIDS ACROSS THE UK GENERATING £154 MILLION ANNUALLY, WITH 11 CURRENTLY IN WALES, INCLUDING NEWPORT NOW AND SWANSEA BID.

ABOUT US

FOR Cardiff is the trading name of Cardiff BID Ltd., the private, independent, not-for-profit organisation established in 2016 to run Cardiff's Business Improvement District (BID), it is Cardiff's only BID.

In Cardiff, the BID operates on a five-year term. Before each new term, members are consulted and asked to vote on its renewal.

This Business Plan sets out the roadmap for FOR Cardiff's third BID term, shaped by extensive member consultation to reflect their needs and ambitions.

REPRESENTATION

FOR Cardiff is recognised locally, regionally, nationally and internationally for its leadership within the BID industry, disseminating best practice and advocating on behalf of business.

We are a well-respected member of the Association of Town and City Management, High Streets UK, the Town Centre Action Plan Oversight Board and UK BIDs Steering Group Committee.

In addition, FOR Cardiff is involved in and supports a range of organisations operating in the city:

- ✓ Community Safety Board
- ✓ Cardiff Music Board
- ✓ Cardiff Commitment
- ✓ Cardiff Business Events Partnership
- ✓ Cardiff Real Living Wage Places Steering Group
- ✓ The Women's Safety Network
- ✓ Cardiff Night Forum
- ✓ Cardiff Hoteliers Association
- ✓ Ask Angela National Ambassadors
- ✓ Cardiff Community Alcohol Partnership

VOTE YES



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A DECADE OF DELIVERY

Enhancing Cardiff city centre has been at the heart of our mission since FOR Cardiff's establishment in 2016.

During our second BID term, we have generated more than **£565,000** of additional income which has been reinvested into our city. This BID term (2021 – 2026) focused on three core values; Enhance, Deliver and Represent.

Our efforts have created a cleaner, greener and safer urban environment, with more reasons to visit, and in our third BID term, we look forward to extending these successes to Cardiff Bay, in alignment with the priorities of its businesses.

A 'NO' VOTE WILL MEAN THESE SERVICES WILL BE LOST AND NOT BE REPLACED.

CLEANER

- ✓ 256,866* Metres Jetwashed
- ✓ 3,848* Pieces of Gum Removed
- ✓ 4,670* Graffiti Tags Removed
- ✓ 1,532* Needles Collected

*2021-2025 statistics.



GREENER

- ✓ 2,000+ Hanging Baskets
- ✓ 4,750* Park and Ride Cards
- ✓ 1st BID in the UK with a dedicated ESG strategy

*Since 2023



SAFER

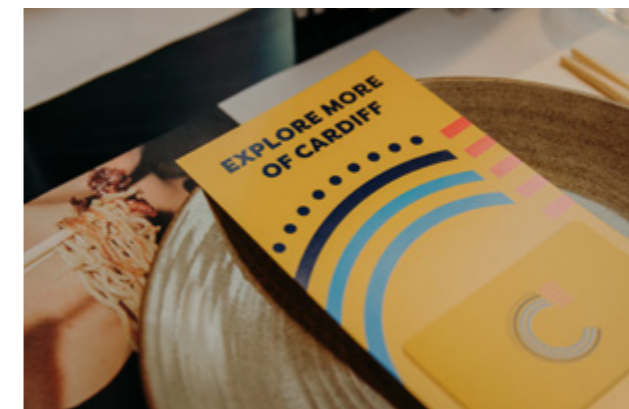
- ✓ 1,000,000* People helped home safely by Taxi Marshals
- ✓ 289 CityNet Radios Supplied – Enabling businesses to efficiently communicate with each other and the police.

*Since 2017 launch.



CITY AMBITION FUND

Invested **£118,439** into **35** diverse, creative, impactful projects that help make Cardiff an even better place to live, work and visit.



FOR OUR MEMBERS

- ✓ 40* Training Courses Delivered
- ✓ 955* Members Trained
- ✓ 29,000 Users of 'The Card' – 'The Card' provides members with exclusive discounts and offers

*2022-2026 projected statistics.

VOTE YES



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A DECADE OF DELIVERY

MORE REASONS TO VISIT

Arts and Culture

We believe public art and the accessibility of culture is crucial to the city's vibrancy. During FOR Cardiff's second BID term, we delivered a range of art installations, ensuring culture remains at the heart of Cardiff and is accessible to everyone.

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



To mark Pride Month 2023, FOR Cardiff installed an audio-visual gallery across the city celebrating members of Cardiff's LGBTQIA+ community. Alongside the photography viewers could scan a QR code and listen to personal stories exploring the theme of pride.

FOR Cardiff commissioned seven huge sculptures suspended from the ceilings in the arcades. The artwork told the story of the city and were created by alumni of the Royal Welsh College of Music and Drama.



In the summer of 2025, FOR Cardiff brought some additional colour and seating to Churchill Way with a family friendly art installation encouraging a more playful use of this part of the city centre.

Christmas

FOR Cardiff installs bespoke, globally distinctive installations each Christmas which boost city-centre footfall and drive spend over the festive period. These landmark commissions set Cardiff's Christmas experience apart from other cities in the UK and provide visitors with a compelling reason to visit Cardiff.

In 2025, our Christmas campaign showcased the city centre's festive provisions. Working with partners, we delivered 'A Very Cardiff Christmas' and highlighted FOR Cardiff's light projections on Cardiff Central Station and Cardiff Market. The campaign reached over 3.3 million people and boosted footfall into the city centre by 4 million.



Easter

Annual Easter trails in the city centre encourage families to visit and explore Cardiff. Each year, these free, interactive installations attract over 6,000 additional visitors to the city centre.

In 2025, 83.3% of surveyed businesses in St. David's Dewi Sant reported a positive impact on footfall from FOR Cardiff's Dino Discovery Trail, which was installed in the mall throughout Easter, with 58.3% reporting an increase in sales.



City of Arcades

Established in 2018, City of Arcades was created to promote the retail and leisure offering in Cardiff's Victorian and Edwardian arcades as well as St. David's Dewi Sant, through annual marketing campaigns and events. City of Arcades won an international marketing award in 2023, raising our city's profile on the international stage.

In 2025, we marked the 70th anniversary of Cardiff becoming Wales's capital city with a vibrant 70-day City of Arcades campaign:

3,500 Participants

- ✓ 91% Discovered a new arcade business.
- ✓ 93% said they would visit the arcades again as a result.

Our City of Arcades campaigns are designed to boost footfall and drive spend. For example, in 2023 FOR Cardiff's City of Arcades Day created a 100,000 visitor increase in footfall to the city centre.



VOTE YES



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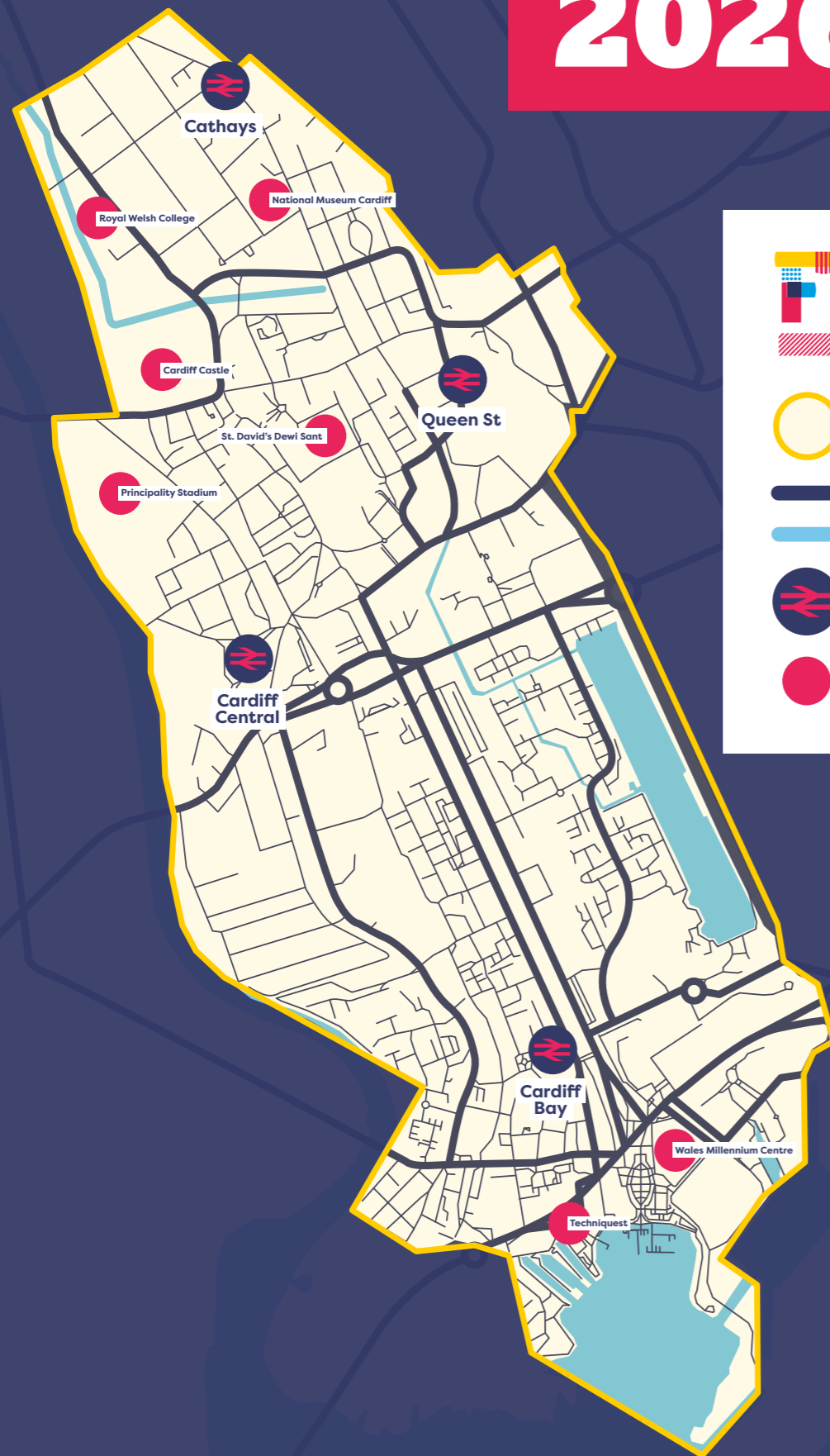
2026-2031 BID AREA MAP

This map outlines the BID area for FOR Cardiff's third BID term, including the extension to incorporate Cardiff Bay.

We believe the greatest opportunity for Wales's capital city lies in the strength of its citywide connectivity, and now is the time to realise that ambition.

With Cardiff Crossrail scheduled for completion in 2028, aligning strategically with the opening of a new arena in Cardiff Bay, the long-standing connectivity challenges between the city centre and Cardiff Bay will be addressed. As Cardiff enters a pivotal period of transformation, expanding the BID area will generate an additional £1 million in annual investment, delivering £5 million between 2026 and 2031.

A vote against the proposal would mean voting against the continuation of the BID **across the entire area**, not just the expansion to Cardiff Bay.



-  BID3 area
-  Roads
-  Water
-  Train Station
-  Landmarks



VOTE YES



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LEVY RATES EXPLAINED

PROPOSED LEVY RATE (2026-2031): 1.6%

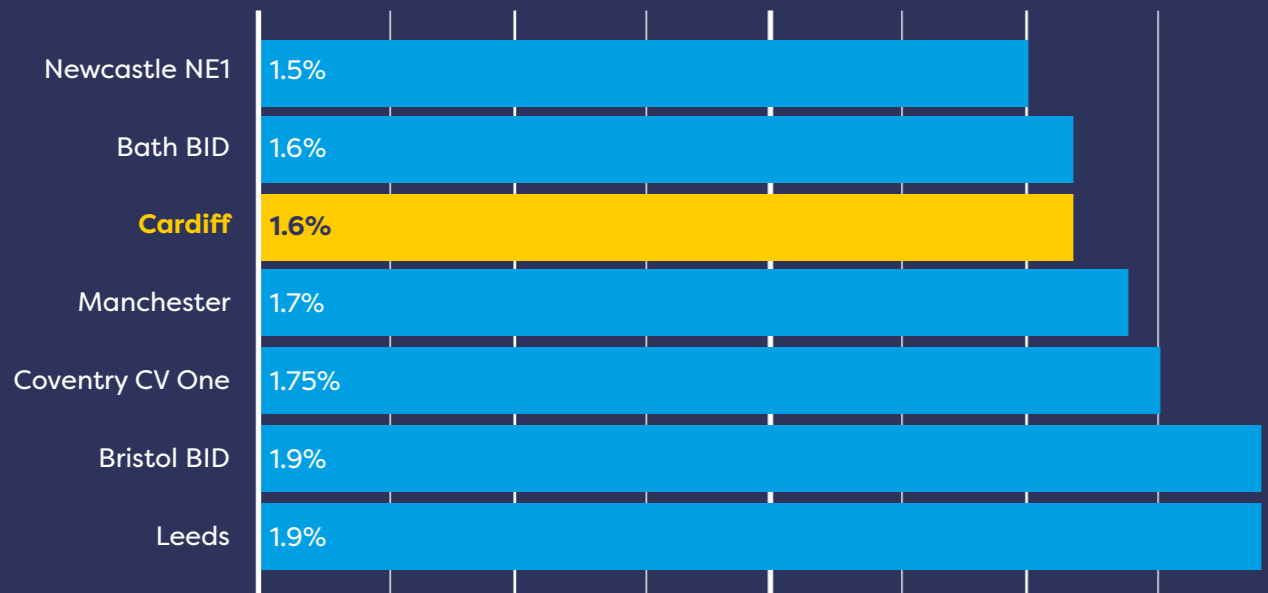
The levy for each property is calculated by multiplying the rateable value for that property by the levy rate.

For example, a property with a rateable value of **£30,000** would pay **£480** per annum. The rateable value of any property can be calculated on the GOV.UK website.

The levy will be calculated based on the 2023 rateable value of the property to ensure businesses can see the real cost of their levy bill now.



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



The average levy rate for other UK city BIDs is 1.75%. Therefore, FOR Cardiff's levy rate of 1.6% for 2026 – 2031 is below the UK average, meaning businesses within the FOR Cardiff BID area will pay less than the national average.



WHY HAS THE LEVY RATE INCREASED?

FOR Cardiff's levy rate was set at **1% in 2016** and has increased marginally to **1.06%** over a 10-year period.

The cost of running services has increased significantly beyond this increase and at the same time, changes to the rateable value of some Cardiff properties, on which the levy is calculated, have reduced overall levy income. To maintain the current level of services delivered by FOR Cardiff, an increased levy rate is required.

In addition, FOR Cardiff will raise the rateable value threshold from **£25,000** to **£30,000**.

This means properties which have a rateable value below **£30,000** on the 2023 rateable value list, will no longer be liable for the levy, even if they are contributing during the 2021-2026 BID term.

The proposed levy arrangements would unlock investment worth **£2.3 million** to Cardiff city centre and Cardiff Bay each year, an increase of **£1 million** on the current **£1.4 million** generated from the city centre alone. This collective investment strengthens Cardiff's capacity to compete with other UK core cities, ensuring that the capital of Wales continues to attract talent, events, occupiers and inward investment.

FOR Cardiff will also pursue additional income streams to broaden and enhance our delivery. During the current BID term, **£565,000** of additional income has been secured to supplement the levy contributions from businesses, as well as tens of thousands of pounds worth of in-kind support.

Full details on BID levy regulations can be found on page 30.

VOTE YES



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FOR THE FUTURE:

**SHAPED BY YOU,
DELIVERED BY US**

FOR Cardiff has undertaken an extensive programme of consultation with levy-paying members and eligible Cardiff Bay businesses to help shape the direction of its third BID term. The insights gathered through the consultation process have been translated into six clear delivery priorities for FOR Cardiff's third term. Each priority directly responds to the issues and opportunities identified by levy payers, ensuring that our investment is targeted where it will have the greatest impact.

Together, these priorities provide a focused and accountable framework for delivery, guiding activity, investment, and performance measurement over the next BID term while remaining responsive to the evolving needs of Cardiff's business community.

WELCOME

EXPERIENCE

CONNECT

VOICE

FUTURE

PEOPLE



VOTE YES

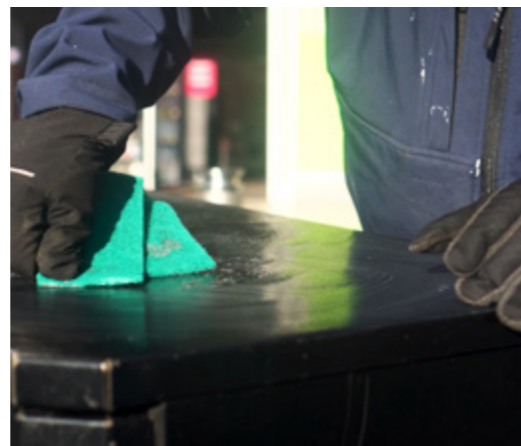


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WELCOME

Creating a clean, safe and welcoming city by focusing on the fundamentals which build confidence and pride in the people who live, work and visit the capital.



CLEANSING

Cleanliness was a priority for **over 1000** respondents to our consultation survey, making it the second-highest concern after crime reduction.

We recognise the cleanliness of a location is fundamental to delivering a positive customer experience and encouraging repeat visits. This applies not only to day-to-day city management, but also the coordination of cleansing over major event days, when hundreds of thousands of people come to enjoy Cardiff.

With major infrastructure projects, such as a new arena in Cardiff Bay set to attract thousands of additional visitors to Cardiff,

FOR Cardiff's cleansing services will be more important than ever.

The committed Cleansing Team works diligently to deliver services which exceed Council provisions and ensure the city remains clean, welcoming and well-managed. FOR Cardiff will continue to provide this service.

- ✔ 7-Day Rapid Response Cleansing
- ✔ Graffiti Removal
- ✔ Chewing Gum Removal
- ✔ Needle Removal



SAFETY

Taxi Marshals

Cardiff is one of the UK's major event locations and our city's nighttime economy is central to its economic success. FOR Cardiff's Night Marshals support residents, visitors and businesses in ensuring the people who enjoy Cardiff's thriving nighttime scene get home safely and can manage anti-social behaviour should it occur.

The team have been crucial to the safe and efficient coordination of the city and will remain for our third BID term.

Cardiff Against Business Crime (CABC)

We will continue our work with Cardiff Against Business Crime (CABC), established by FOR Cardiff in 2016 to strengthen partnership working and intelligence sharing across city centre businesses and South Wales Police.

CityNet Radio

FOR Cardiff will continue to support CityNet Radio rollout by providing training and equipment.

Multi-Agency Safety Partnerships

We will continue local promotion and governance of nationwide safety initiatives including **Safe Places** and **Ask for Angela**.

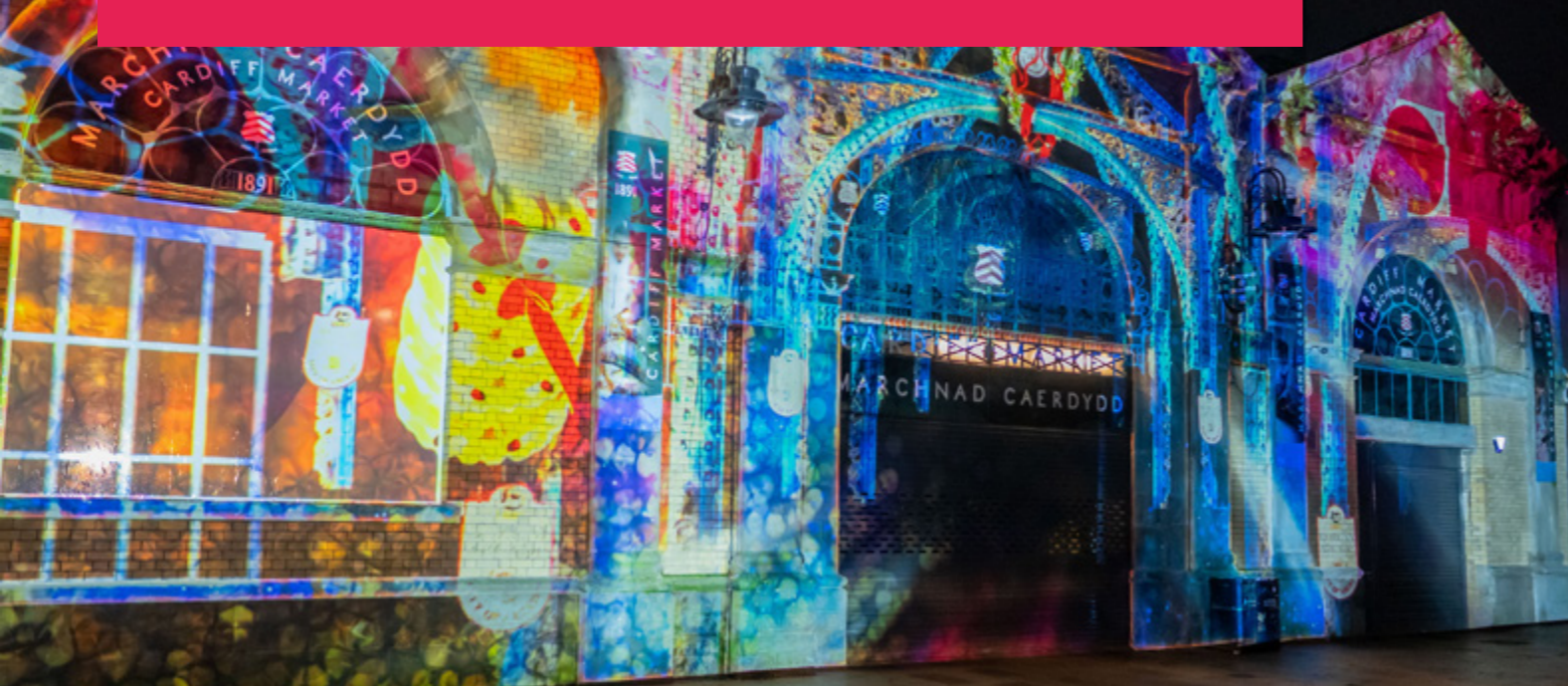
Ask for Angela: Working with South Wales Police, we provide bilingual materials for businesses to ensure people who feel unsafe in venues can receive discreet support.

Safe Places: FOR Cardiff manages a network of 90 Safe Places locations registered in the city, for people feeling intimidated or at risk.

VOTE YES



EXPERIENCE



Bring our city to life with arts, culture and events that capture the true spirit and vibrance of Cardiff, celebrating the people and places that make it extraordinary and connecting the city centre and Cardiff Bay with joined-up experiences.

LEGACY

With Cardiff set to host major international events such as the Tour de France in 2027 and the opening match of UEFA Euro in 2028, we are committed to maximising the opportunities they present, ensuring lasting cultural, social and economic benefits for our city.

FOR Cardiff will continue to position the capital as a city with global ambition by continuing to deliver campaigns, events and activations which create a legacy and showcase Cardiff's full potential.

We will further strengthen our award-winning **City of Arcades** brand and evolve it to ensure Cardiff Bay is represented, delivering high-impact campaigns and city-wide experiences that drive footfall, enhance Cardiff's reputation and create greater leverage for investment and influence.

During key seasonal periods such as **Christmas** and **Easter**, FOR Cardiff will amplify activity across the city through co-ordinated promotion and programming. We will continue to commission world-class installations that transform Cardiff at Christmas and curate engaging Easter experiences that animate the city and encourage exploration.

At the same time, we recognise the importance of sustaining momentum beyond peak seasons. During quieter trading periods, FOR Cardiff will work with our members to identify opportunities and deliver targeted initiatives that stimulate footfall and support business performance.

As Cardiff increasingly attracts international superstars and major touring acts, we will collaborate with businesses to maximise these moments, creating connected city-wide activations that turn headline events into shared economic opportunity and long-term legacy.



PUBLIC ART

Celebrating Welsh creatives and making culture accessible will remain central to our 2026 – 2031 plans. We will work in partnership to nurture the history, vibrancy and diversity of our city with temporary and permanent installations.

VOTE YES



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CONNECT

Champion making Cardiff an easy, accessible and well-connected city to travel around.

Our consultation feedback highlights reliable, cost-effective transport is central to our members' needs with accessibility, strengthened infrastructure and improved cycling facilities also being key priorities.

FOR Cardiff will act as an advocate on transport and connectivity, ensuring the voice of our membership is represented in decisions that shape how people move around the city.

By strengthening our relationships with the local authority and transport partners, we will ensure we are actively involved in the strategic conversations that influence Cardiff's approach

to connectivity and accessibility.

FOR Cardiff will also play a practical role as an information hub, keeping members informed of upcoming travel changes, major event arrangements and infrastructure developments, to ensure businesses can plan with confidence.

Improved connectivity is not only about convenience; it underpins labour market access, commercial viability and Cardiff's competitiveness as a location for investment.

In addition, we will continue to provide practical projects to facilitate travel around Cardiff, including bike repair workshops and other mobility-focused initiatives.

VOICE

Act as a unified voice, representing businesses and influencing decisions.

As the representative for businesses in Cardiff city centre and Cardiff Bay, FOR Cardiff will continue to champion the city at both regional and national levels. We understand the local, regional and national challenges our members face and actively engage with UK Government and political parties to ensure their priorities reflect the needs of our business community.

FOR Cardiff has successfully lobbied Cardiff Council, Welsh Government, UK Government and South Wales Police on a range of issues impacting our members. We will continue

to review policy and submit responses on a plethora of issues which impact our members. These include but are not exclusive to:

- ✓ Road User Pricing
- ✓ Business Rates
- ✓ Visitor Levy

As Cardiff evolves, FOR Cardiff will increasingly position itself as a strategic economic partner, contributing insight and data to inform regeneration, infrastructure planning and city growth strategies. Our role is not only to respond to policy, but to shape it in line with commercial realities.



VOTE YES



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FUTURE

Build resilience and sustained success, focusing on practical support which supports our members.

SUSTAINABILITY

FOR Cardiff will focus on practical and credible sustainability and Environmental, Social and Governance (ESG) activity which supports our members. Our aim is to become a leader in the BID industry with a range of practical initiatives that build a resilient Cardiff which will stand the test of time. FOR Cardiff's understanding of sustainability extends beyond the environmental and as far as possible the social value of activities, from volunteering to waste reduction, and team development will be recorded across the organisation.

Evidence demonstrates a sustainability focus has both economic and social impact, such as improving staff retention.

Initiatives include but are not exclusive to:

- ✓ Delivering our industry leading ESG strategy aligned with the principles of the Wellbeing of Future Generations Act.
- ✓ Operationally supporting members to reduce waste and lower their environmental impact.
- ✓ Exploring city wide interventions on behalf of our membership including solar energy production to reduce carbon emissions and boost business resilience.

We recognise that long-term economic growth and commercial resilience are intrinsically linked to environmental responsibility, workforce wellbeing and strong governance.



PEOPLE

Support and invest in our members.

TRAINING

Our training programme remains one of FOR Cardiff's most popular projects, with businesses saving thousands of pounds a year.

We will continue to deliver fully-funded training both in-person and digitally covering a range of topics including but not exclusive to:

- ✓ Mental Health Awareness
- ✓ Fire Safety
- ✓ Diversity, Equality and Inclusion
- ✓ Carbon Literacy

EQUALITY CITY

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

THE CARD

The Card remains one of our most popular initiatives with **25,526** app users and **40,000** physical cards distributed across Cardiff.

Introduced in 2019, The Card provides members with exclusive discounts whilst providing them with the opportunity to display their business. We will continue to roll out The Card and expand its use to Cardiff Bay.

NETWORKING

FOR Cardiff's networking events aim to connect members, support collaboration and keep businesses informed. **78%** of surveyed members rated FOR Cardiff's networking events 5 stars or 'Excellent'. In 2026 - 2031, we will continue to coordinate a calendar of member-exclusive events.



VOTE YES



GOVERNANCE

BOARD OF DIRECTORS

FOR Cardiff's Board of Directors are volunteers who cover a cross section of FOR Cardiff's membership to ensure decisions are driven by those who have the best understanding of Cardiff's priorities.



Huw Llewellyn
Chair

Head of Property and Financial Management – Admiral Group



Cliff Vanstone
Vice Chair

Partner and Head of Branch – John Lewis and Partners, Cardiff



Bruno Nunes

CEO - Peppermint Bar and Kitchen



Helen Morgan

Centre Director – St. David's Dewi Sant



Gemma Aitken

General Manager – Lush, Cardiff



William Owen

General Manager – Live Nation (Utilita Arena)



The Executive Director of FOR Cardiff is **Carolyn Brownell**, who has worked with FOR Cardiff since its inception in 2016 and brings 17 years of BID experience to the role



Nick Newman

Director – Croeso Pubs Chair – Night Forum



Leanne O'Brien

Partner (Commercial Property) – Capital Law



Chris Jones

Country Head – Aspire Systems



Laura Davies

Director of Communications, Marketing and Student Recruitment – Cardiff University



Sophie Mullins

Enablement and Growth Operations Manager



Gareth McTiffin

Director of Experiences – Techniquist



Dan Jones

Head of Community Safety and Violence Prevention – South Wales Police and Crime Commissioner's Office



Cardiff Council Representative

VOTE YES



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GOVERNANCE

WORKING GROUPS

FOR Cardiff's Working Groups form an integral part of our governance and accountability framework.

The groups currently comprise of representatives from different businesses, alongside local authority and academic partners, ensuring a balanced and representative cross-section of sectors and business sizes.

This structure supports transparent decision-making, strengthens stakeholder engagement, and ensures that our priorities and service delivery are informed by a broad range of member perspectives in line with BID compliance requirements.

CARDIFF BAY WORKING GROUP

To facilitate Cardiff Bay's transition to being BID members, we will create a dedicated Working Group for Cardiff Bay for the first two years of the third term. This will be made up of voluntary representatives from Cardiff Bay businesses and will give them the opportunity to ensure that they have an oversight over all projects and campaigns.

FOR CARDIFF TEAM

A full list of our current staff members is available in the ['About Us'](#) section of our website.

MEASURING SUCCESS

As in our first and second BID terms, FOR Cardiff will monitor performance against annual workstream action plans and report to levy payers at least once a year. Businesses will also receive regular updates via E-news, social media and on-site visits. An Annual Report and AGM will provide a comprehensive overview of BID activities, including financial performance.

GOVERNANCE AND MANAGEMENT

The establishment and operation of a BID in Wales is governed by the Business Improvement Districts Regulations (Wales) 2005.

FOR Cardiff is the trading name of Cardiff BID Ltd., which operates as a not-for-profit company limited by guarantee.

The company is governed by a Board of Directors who serve in a voluntary capacity. The Board is responsible for the strategic and financial management of the BID and meets on a quarterly basis as a minimum. The company articles of association describe the formal governance processes of the Board. The annual showcase event from the previous 2 BID terms will be adapted to become an AGM for the year in addition to launching an annual report for the previous year.

The positions of Chair and Vice Chair will be held by Directors from the private or voluntary sectors.

The Board may establish subcommittees as it sees fit. The formation and membership of these groups will vary according to business need – up to date information on the groups including terms of reference, any delegated powers, and membership will be available to any levy paying business on request.

Annual accounts will be produced alongside an annual review of the previous financial year and will be made available to levy paying businesses.

Cardiff BID has entered into legal agreements with Cardiff Council as follows:

- ✓ **Baseline agreements:** Sets out the minimum service standards to be delivered by Cardiff Council, along with any additional agreed discretionary services within the BID area
- ✓ **Operating agreements:** This defines the contractual arrangements for the collection and enforcement of the BID levy.

These agreements are available to any levy paying business.

None of the levy or governance practices of the BID may be amended without a full alteration ballot.

The Board may decide to vary the delivery of BID projects and the BID budget without a full alteration ballot, provided the variation falls within the spirit of the original BID proposal.



VOTE YES



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GOVERNANCE

FOR CARDIFF LEVY RULES

1. A BID levy of **1.6%** of rateable value will be charged on all eligible hereditaments listed in the 2023 Non-Domestic Rating List as of 1st April 2026 other than those affected by rule 2. All new hereditaments entering the Rating List after 1st April 2026 will be levied at **1.6%** of the rateable value at their point of entry into the list.
2. The following hereditaments will be exempt from the BID levy:
 - ✓ Those with a rateable value below **£30,000**.
 - ✓ Hereditaments that are classified by the valuation office as industrial, manufacturing, storage, workshop or fibreoptic network.
3. The BID levy for each chargeable period may increase by an inflationary factor of up to the rate of inflation as demonstrated by the CPI in October of the previous chargeable period (i.e. from 1.6% to 1.62% in year 2 if the CPI figure was 2% in October 2026). The Board will assess if any increase is appropriate each year, considering the economic environment.
4. The term of the BID will be five years from 1st December 2026 to 30th November 2031, directly following the term of the current BID.
5. The levy will be charged annually in advance for each complete chargeable period from December to November. No refunds will be given.
6. In the case of empty or untenanted premises, the person or organisation liable for the non-domestic rates for the property will be liable for the BID levy with no void period.
7. A cap on the annual levy payable will be set at **£40,000** per business. To qualify for this relief, a business must demonstrate that the same legal entity is directly liable for the non-domestic rates at all relevant hereditaments. Organisations which trade separately but are part of the same group of companies are not eligible for this relief.
8. Cardiff Council are the billing authority and will collect the levy on behalf of FOR Cardiff.
9. Levy monies will be held in a separate revenue account and will be transferred in full to FOR Cardiff.
10. The BID levy applies to the area included in the map on page 12.



VOTE YES



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FINANCIAL INFORMATION

To view accounts from previous years, please visit the FOR Cardiff website:



INCOME

	Year 1	Year 2	Year 3	Year 4	Year 5
Levy income	2,400,000.00	2,450,000.00	2,477,000.00	2,477,000.00	2,477,000.00
Other income	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
TOTAL	2,500,000.00	2,550,000.00	2,577,000.00	2,577,000.00	2,577,000.00

EXPENDITURE

	Year 1	Year 2	Year 3	Year 4	Year 5
Management costs	448,044.00	464,230.00	469,079.20	469,079.20	469,079.20
Contingency	150,000.00	147,000.00	148,620.00	148,620.00	148,620.00
Welcoming	470,658.00	474,555.00	479,579.70	479,579.70	479,579.70
Connected	73,000.00	74,460.00	75,248.40	75,248.40	75,248.40
Visit	540,826.00	542,640.00	548,385.60	548,385.60	548,385.60
Future	353,062.00	365,420.00	369,291.80	369,291.80	369,291.80
Voice	179,530.00	185,385.00	187,347.90	187,347.90	187,347.90
People	284,880.00	296,310.00	299,447.40	299,447.40	299,447.40
TOTAL	2,500,000.00	2,550,000.00	2,577,000.00	2,577,000.00	2,577,000.00

Based on performance throughout the previous term a **97%** collection rate has been assumed.

An annual contingency of at least 6% of budgeted levy income has been applied in line with industry guidance. All reallocation of unspent contingencies will be agreed in line with company financial protocols which are available to all levy paying businesses on request.

Application of the inflationary rate is at the discretion of the BID Board and has not been assumed in this forecast therefore actual budgets may differ from those in the budget table.

In line with industry guidance management and overhead costs include core staffing, office costs, and legal and accountancy costs associated with running the BID.

The levy collection charge from Cardiff Council is **£25,000** annually which amounts to **1%** of the year 1 levy and equates to **£25** per unit. There has been no increase to this charge since the second BID term meaning the cost of collection per hereditament is reduced.

Budgeted additional income is conservatively estimated based on past performance of FOR Cardiff. The BID has ambitious targets to generate further additional income beyond the basic budget, this income will be pursued and allocated in line with the spirit of the business plan and company objectives. The precise allocation of any additional income may vary between project lines.

None of the costs of developing the BID proposals, holding of the ballot, or implementing the BID will be recovered through the BID levy.

Voluntary membership of FOR Cardiff will be made available to businesses below the levy threshold and outside of the BID area. Terms of voluntary membership will be agreed by the Board of Directors and published on the FOR Cardiff website.



KEY BALLOT DATES

15TH MAY - 2ND JULY 2026

15TH MAY

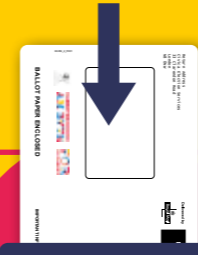
Notice of Ballot
Your ballot paper and pre-paid, branded envelope will be posted to your business address on or after this date.



Look out for your ballot envelope

4TH JUNE

Ballot opens.
You can return your ballot paper from this date. If you have multiple votes, please return them all. Your ballot paper must be returned **VIA POST.**



Post your ballot

2ND JULY

Ballot closes.
To ensure your vote counts, you must return your ballot paper in the pre-paid envelope to arrive by **5pm** on this date.

3RD JULY

The ballot result will be posted on the FOR Cardiff website and social media.

forcardiff.com

Visit our website to see the results



VOTE YES



FOR Cardiff Business Plan 2026-2031

 forcardiff.com



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

