



Appendix 2

DELIVERING THE FUTURE FOR CARDIFF

2021 - 2026
BUSINESS PLAN



2021-2026 BUSINESS PLAN

DELIVERING THE FUTURE



“Year after year, the Board and I have seen the FOR Cardiff team go from strength to strength, which has been demonstrated through local, national, and international awards.”

FOR Cardiff has established a reputation of getting things done and being an organisation of action since our inception in 2016. Whether that is through our dedicated teams such as the Night Marshals or the Cleansing Team, projects that deliver footfall and return on investment, such as The Daff Trail and City of Arcades Day, bringing an improved yet cheaper radio system, or distributing 40,000 cards to the employees of Cardiff to access discounts and offers city wide.

We have been acknowledged by industry body The BID Foundation, as a responsibly run BID through its accreditation process. This gives assurance to our members, that not only are the team delivering industry leading projects, but the way in which the company is run is an exemplum within BIDs.

FOR Cardiff has been championing our 750 members for the last five years and we want to continue to be your collective voice at this challenging time. As a levy payer, and as the Chair of the FOR Cardiff Board, I encourage you to vote for collaboration, progress, and success for Cardiff for a further five years.

It is only via your backing and voting yes that we can continue to provide the projects and support you need now more than ever.

Huw Llewellyn
Chair of the Board

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Adrian Field - Executive Director (Left) and Huw Llewellyn - Chair of the Board (Right)



A TIME FOR ACTION

In the autumn of 2020, we started to engage with our members and key stakeholders about what they wanted to see delivered for a second term. Over the course of 8 months of focus groups, business and community surveys, group meetings, letters, 1 to 1s, and digital engagement, we have had a strong endorsement from our members, confirming that they want to see FOR Cardiff continue for another five years.

Recovery is a word being used across all sectors at the moment, with everyone trying to understand what 'the new normal' will look like. We want to assure you, as our members, that this plan has the recovery of the city at its heart. We have dedicated a page showing what we have delivered to support businesses through the early stages of the pandemic, and have identified the projects that will help our businesses come out the other side through the displaying of a  icon.

We have noticed that during the pandemic, an already proud city has really come together to support their communities and local businesses. This is why we took the decision to not only conduct our consultation with our members, but also with the community of Cardiff. We worked with a professional company to ensure the feedback received was truly representative of the demographics of our city.

The data received has really helped us to give another layer of insight to our plans, to ensure that the residents of Cardiff, as customers and custodians, have a say towards what is delivered in their city.

Collaboration is key, with our strong leadership and resilient working relationships across the city delivering appeal and impact, FOR Cardiff is best placed to respond nimbly to the recovery and resurgence needs and requirements of those in the BID area.

We know this plan is an ambitious one and we can only achieve it by working with you. If we are not successful in the ballot in June, these projects and initiatives will not be replaced or funded by the already stretched public purse or any other organisation, so you have a decision to make as to what you want your city to look like in the future. Therefore, we are asking you to actively endorse us and vote yes for this business plan in June 2021.

On behalf of the Board, myself, and the team, we want to thank you for your continued support, as we come together to deliver a brighter future for Wales' capital.



Adrian Field
Executive Director



WHO WE ARE

FOR Cardiff is the multi-award winning business improvement district (BID) for Cardiff city centre. In 2016, FOR Cardiff, then known as Cardiff BID, was voted in by the city centre business community and has been working hard for its members ever since.

As an independent, business led partnership of over 750 businesses, FOR Cardiff has raised and subsequently reinvested almost £7.5million in the city over the past five years.



WHAT IS A BID?

A business improvement district is a place-based partnership that raises money to spend on a specific series of projects, with the aim of improving that place.

A BID charges a levy to the eligible non-domestic ratepayers within the area it represents and uses the money raised to deliver the projects outlined in the business plan.

In Wales, a BID must be established according to the Business Improvement District Regulations (Wales) 2005.

This means that every rate-payer who would be charged the levy, should the BID be established, is given the chance to vote on the proposal.

This document explains the projects that FOR Cardiff are proposing to deliver over the next five years and provides you with information on how you can cast your vote in the ballot in June 2021.



WHAT WE HAVE ACHIEVED SO FAR.

2016-2021

NIGHT MARSHALS

Assisted a total of **462,953** people to get home safely

CLEANSING TEAM

Removed **57,754** pieces of gum
 Jet washed **441,008 sqm** of streets
 Removed **3,056** tags of graffiti

SHOUTING ABOUT YOU & WHAT WE DO

506,077 total video views
24.9m Christmas TV campaign reach
200 press, online & broadcast pieces
8.7m social media impressions
506,916 website page views
11,025 social media followers



TRAINING

732 employees trained for free

CITYNET RADIO

232 radios issued to members

BUSINESS ENGAGEMENT

32,456 hours of business visits

CARDIFF GIFT CARD

£30,900 gift cards sold to visitors

THE DAFF TRAIL

Each morning **#TheDaffTrail** popped up in two surprise locations before heading to their next locations for the afternoon.

CITY OF ARCADES

63% of businesses saw an increase in sales and **83%** rated the event as very good or excellent.

JURASSIC JANUARY

In 2019 over **2,000** children took part in Jurassic January.



AWARD WINNING CAMPAIGNS

FOR Cardiff committed in our business plan to 'actively seek national recognition through awards'. In our first term we received over **10 awards** won locally, nationally and internationally for our marketing, safety projects and campaigns.

AWARDS & ACCREDITATIONS

We committed in our first business plan to 'actively seek national recognition through awards'. In our first term we received over 10 awards won locally, nationally and internationally for our marketing, safety projects & campaigns.

INTERNATIONAL

INTERNATIONAL DOWNTOWN ACHIEVEMENT 2019

— Award of Excellence - City of Arcades

NATIONAL

PRCA BEST EVENT 2020

— City of Arcades Day

PRCA BEST EVENT 2019

— The Daff Trail

CIPR PRIDE AWARDS 2019

— Best Event - The Daff Trail

CIPR PRIDE AWARDS 2018

— Silver - Give DIFFerently

CAP COMMUNITY AWARD 2019

— Best Safety & Resilience Scheme

ATCM RUNNER UP 2019

— Best Safety & Resilience Scheme

ATCM BEST MARKETING

— Give DIFFerently 2019

ATCM PURPLE FLAG

— Awarded 2018 - 2021

LOCAL

CARDIFF BUSINESS AWARDS 2019

— Community Business of the Year

CARDIFF LIFE AWARDS 2020

— Civic Award



City of Arcades Top 10 Winners 2019



A proud member of **ATCM (Association of Town & City Management)**, a respected voice for town and city management at both European and global levels.

British BIDs

A member of the **British BIDs**, the highly respected long established organisation focused entirely on Business Improvement Districts through the delivery of advice, training, products & services.



Members of the **IPM (The Institute of Place Management)**, the international body which supports professionals dedicated to developing, managing and making places better.



PROUD MEMBER OF
THE BID FOUNDATION

A founding member of **The Bid Foundation**, the non profit industry body supporting business improvement districts across the United Kingdom, originally formed in 2017 to provide authority and conformity.



BUSINESS SUPPORT 2020/21

Cardiff, like all cities, is going through the most significant crisis in a generation that has had a catastrophic impact upon public health and many businesses in the city centre.

To mitigate this, when the UK entered lockdown in March 2020 we acted immediately to support, listen, and respond to your new and ever evolving needs.

We provided leadership, ensuring your voices were heard in the strategy for the city so that Cardiff has, and will be, able to reopen safely.

We did this throughout the early stages of the pandemic and remain dedicated to being the crucial partner, voice and conduit to ensure our members continued success and have short, medium and long-term plans to ensure this is the case.

“

FOR Cardiff have and continue to offer unwavering support to Hotel Indigo Cardiff. They have proven to be a valuable advocate to the local hospitality industry, especially throughout the challenges that we have and continue to face in the fight against Covid-19.”

**HOTEL
INDIGO**

Lucy Hopkins
Marketing Manager



COVID-19 SUPPORT PROJECTS

SHOP CARDIFF

Within a week of the first lockdown, FOR Cardiff created Shop Cardiff, where businesses who had an online delivery or gift card offering were promoted in one place. This directory was supported via a radio campaign with Capital FM. Visits to the website have exceeded 30,000 and the Twitter account has received over 100,000 impressions.

DIGITAL TOOLKIT

As part of the support portal, FOR Cardiff provided businesses with free digital assets that they could use to promote; new opening hours, their Covid-19 compliancy, delivery times and a checklist for reopening.

This was not only available to our members, but also businesses across the county to ensure that any company was able to utilise them.

TECHNOLOGICAL SOLUTIONS

FOR Cardiff worked with Yoello and Cardiff Council to provide a discounted rate for a web-app which allowed hospitality businesses to provide their customers with a digital way to order, book a table, and pay. This service was used as part of the Castle Quarter Café pop up. In the first 10 days alone this project generated £255,000 into the local economy and 4,626 unique orders to local businesses, at a time when they

WEBINAR SERIES

FOR Cardiff facilitated, or funded, a series of webinars from experts covering topics such as furlough, transportation changes, working out at home, mental well-being, and financial management. Links to these webinars can be found on the FOR Cardiff YouTube channel.

SUPPORT PORTAL

Businesses had fed back to FOR Cardiff that they wanted a digital space where they could share best practice and support one another, as the city and different sectors were allowed to reopen. FOR Cardiff created support.forcardiff.com to provide this portal and communication interface.

E-NEWS & WEBSITE

FOR Cardiff shared key information about grants and financial announcements from Welsh and UK Government, as well as support available from the Council and partners via a dedicated Covid-19 webpage, our e-news (which reaches 6,000 employees) and our social media channels.

Covid-19 Response

EVENING & NIGHT-TIME ECONOMY TASKFORCE

Created by FOR Cardiff, this group included representation from South Wales Police, Cardiff Council and cafés, bars and theatres. It was established to ensure that communications and lobbying are in place to support this struggling sector.

SURVEYS

FOR Cardiff worked with the Cardiff Capital Region in the first 3 weeks of the March 2020 lockdown, to capture data around what support businesses needed in order to survive. This survey was completed by over 500 businesses and the data was used to inform Welsh Government and Cardiff Council's support plans.

GIFT CARDS TO 'THANK YOU' TO KEY WORKERS

FOR Cardiff launched a campaign that provided the public with the opportunity to say thank you to the key workers who are doing so much for us during the Covid-19 pandemic. Donated funds are loaded onto FOR Cardiff gift cards and distributed to key workers. This helps to say thank you, as well as driving spend into city centre businesses.

CARDIFF COVID HEROES

FOR Cardiff created a campaign to celebrate the amazing work that Cardiff residents have been doing for one another during the pandemic. Over 100 people were nominated and 10 were shortlisted as the "winners". Those people had their portraits painted by internationally acclaimed Cardiff artist Nathan Wyburn. They were then blown up and showcased on shop windows across the city. This campaign received 12 pieces of PR coverage and reached over 7 million people, spreading this positive message of Cardiff togetherness far and wide.



The Botanist - Jay Page

EAT OUT TO HELP OUT

As part of the support portal, FOR Cardiff provided businesses with free digital assets that they could use to promote; new opening hours, their Covid-19 compliancy, delivery times and a checklist for reopening. This was not only available to our members, but also businesses across the county to ensure that any company was able to utilise them.

FLORAL DECORATION

FOR Cardiff ensured that when non-essential retail opened in the summer of 2020, customers, employees, and residents were welcomed by over 380 hanging baskets, bringing some colour and much needed normality to the streets of Cardiff. These displays were featured on BBC News, as an example of the great things cities were doing to welcome back shoppers.

NCP PARKING OFFER

Data provided to us through partners showed that availability of, and confidence with, public transport was low, so we worked with NCP to offer FOR Cardiff members 24-hour parking for £5, as an alternative option when coming in to work or to visit the city centre.

FREE MEMBERSHIP TO BIRA

This was an opportunity for independent businesses to have free membership for 3 months and access to all of their member benefits including legal advice.

Adrian Field (Left) and Artist Nathan Wyburn (Right)





Bike Maintenance Workshops from Ride My Bike Cafe

CHRISTMAS 2020

Following the original national lockdown, localised lockdowns, and then the firebreak, to say Christmas 2020 was challenging for businesses is an understatement.

In order to support our members, we produced 5 videos promoting businesses' festive offerings and worked with 15 Cardiff retail, food and drink, and cultural influencers to showcase the city. The influencer campaign collaborated with 51 of our members and the whole campaign had a total reach of 350,000.

FREE BIKE MAINTENANCE

In 2020, many people took to riding their bikes more than ever, to maintain social distancing whilst traveling.

To support these people, and make the city more accessible for cyclists, FOR Cardiff held sessions every Wednesday in July, where anyone was able to receive free bike maintenance on Working Street.

RAISE THE BAR CAMPAIGN

Welsh Government decided that businesses whose rateable value (RV) is in excess of £51,000, were ineligible for some government grants.

FOR Cardiff joined forces with other Welsh BIDs, in campaigning for the RV ceiling for grants to be raised to £150,000.

Throughout the consultation, the importance of having recovery at the heart of our plans was highlighted time and time again. We have heard you & understand our role in a brighter future for the city.

To highlight the projects that are focused on recovery and supporting our businesses the icon will be used.



NO... NIGHT MARSHAL SERVICE GETTING PEOPLE SAFELY HOME.

NO... DEDICATED EMPLOYEE DISCOUNT & EVENTS CARD.

NO... CHRISTMAS MARKETING & EVENTS REACHING MILLIONS.

NO... FULLY FUNDED TRAINING.

NO... CLEANSING TEAM REMOVING GRAFFITI, CHEWING GUM & JET WASHING THE STREETS 7 DAYS A WEEK.

NO... FLORAL DISPLAYS.

NO... DEDICATED NEEDLE & WASTE COLLECTION SERVICE.

WHAT CARDIFF WILL LOSE IF YOU VOTE...



On June 3rd 2021, an impartial ballot opens to defined business ratepayers within the BID area. The success of this ballot will see a further 5 years of investment FOR Cardiff.

NO... CITY OF ARCADES MARKETING OR EVENTS.

NO... CITYNET RADIO SYSTEM.

NO... GIVE DIFFERENTLY RAISING MONEY TO COMBAT HOMELESSNESS.

NO... ONE TO MANAGE & FUND THE PURPLE FLAG APPLICATION.

NO... FOR CARDIFF EVENTS SUCH AS THE DAFF TRAIL.

NO... BUSINESS CRIME REDUCTION SCHEME.

NO... REPRESENTATIVE VOICE.

NO... STRATEGIES FOR DRIVING FOOTFALL FOR A RECOVERING CITY.

BUSINESS SURVEY RESULTS

The opinion of our members is of the upmost importance to FOR Cardiff.

We asked member businesses which **current projects** they would like to see continue in our second term...



Communication is Key

COMMUNITY SURVEY RESULTS

CARDIFF CITY CENTRE:

- Cardiff is a safe space to spend time in – **77% agree**
- Compared to other cities Cardiff is a good place to visit for Christmas activities – **82% agree**
- **74% of residents** think that the level of arts and culture provision is quite good or very good

WORKING IN THE CITY CENTRE:

- **24%** work in Cardiff city centre
- **76%** do not work in Cardiff city centre
- **81%** said that working in the city centre was a positive part of their job

Reasons people gave for why they enjoy working in the city centre:

- An opportunity to meet people and see colleagues
- Lots of great food options
- **81%** said that working in the city centre was a positive part of their job



“

Thanks to the FOR Cardiff team, I have developed strong connections with other businesses and gained knowledge of what is happening within the local area of Queen Street. Their friendly approach and willingness to help has been a great benefit to all at 200 Degrees.”

Michael Ghee
General Manager

200
COFFEE

TEAM & PROJECT STATS 2016-21

CLEANSING TEAM

Removed **3056** graffiti tags

Removed **57,754** pieces of chewing gum

Washed **441,008** sq metres of streets

Used **40** gallons of graffiti gel

Used **65** gallons of paint

NIGHT MARSHALS

Assisted a total of

462953

people keep safe on a night out

TRAINING

We trained **732** employees from **79** businesses in

First Aid - **267** Fire Safety - **138** Terrorism Awareness - **103**
Mental Health Awareness - **63** Mental Health First Aid - **47**
Food Safety - **45** Conflict Management - **69**

Providing a **£15,552** total saving (an average saving of **£197** per business.)

CABC

CityNet radio is live **24** hours a day **365** days a year

CityNet CABC
Cardiff Against Business Crime

232 CityNet Radio Users

CITY OF ARCADES DAY

206K visitors to Cardiff (**6%** increase)

63% stores saw an increase in sales

83% rated the event 'very good' or excellent

THE CARD

40,000 cards distributed to employees

100 offers available

1st event sold out in **24** hours

Engaging with You

ENGAGING WITH YOU

We understand that there is not a one size fits all approach when it comes to engaging with our members. As a result, we have had an extensive communications plan from day 1, which has ensured businesses have, and will be, able to see what we have delivered and tell us what they want in our second term.

- BID2 FORUM & ASSOCIATION BRIEFINGS**
- BID2 MEMBER SURVEY**
- BID2 SECTOR MEETINGS**
- BID2 COMMUNITY SURVEYS**
- BID2 FOCUS GROUPS**
- BID2 & BALLOT WEBPAGES**
- ANNUAL SURVEYS**
performed regularly throughout the length of our first 5 year term.
- ANNUAL REPORTS & QUARTERLY NEWSLETTERS**
sent by post to your business, as well as the downloads section of the website.
- BOOKABLE BID2 1 TO 1 MEETINGS**
where the team digitally met with hundreds of members.
- KEY STAKEHOLDER BID 2 ENGAGEMENT**
such as with Chambers Wales, FSB, BIRA and the Welsh Retail Consortium.
- LETTERS SENT TO EVERY BUSINESS**
updating on BID projects and ensuring awareness of the BID 2 consultation period.
- REGULAR E-NEWS**
sent to 6,000 members.
- DEDICATED BUSINESS ENGAGEMENT TEAM**
who have conducted thousands of business meetings and visits throughout the last 5 years.
- DIGITAL ENGAGEMENT & AWARENESS**
of our activities via our social channels, with a total following of over 20,000.
- EXTENSIVE PR REPORTING**
on FOR Cardiff's activities and successes.
- FOR CARDIFF WEBSITE**
with projects listings, Covid-19 pages, bilingual downloads, and events listings. The site has received 110,000 visitors since the company's inception.
- NETWORKING & ANNUAL SHOWCASE EVENTS**
throughout our 5-year term.

Our mission is to ensure that **FOR Cardiff** is an informed, representative, change-making voice, and resource for our members. Committed to effectively managing and promoting Cardiff and securing our position as an industry leading BID. In order to do that, we needed to realign our objectives and look at how our projects will ensure we achieve our ambitions.

As a result, FOR Cardiff will direct our work into three main themes for 2021-2026 - **Enhance, Deliver and Represent.**

These themes will build on the success of the projects in our first term and incorporate new elements in response to consultation and the requirements of the ever-changing landscape, both locally and nationally.

BID2 TERM: 2021 - 2026

ENHANCE.²⁵
DELIVER.³¹
REPRESENT.³⁹

ENHANCE.

Projects that will bring residents, employees, and visitors back into the heart of the city. Celebrating what makes our city great, through art and culture and future-proofing it for the younger generations through an environmental focus.

PROVEN SUCCESSES.



City of Arcades Day: Tour Guide



City of Arcades Day 2018

WORLD CLASS MARKETING CAMPAIGNS +

Before FOR Cardiff created the City of Arcades brand, one of Cardiff's strongest assets was not leveraged enough to create a true unique selling point for the city. Our campaigns and events will continue to build on the success of this brand and put it at the heart of every customer facing campaign we do, with a focus on driving footfall and spend for the whole of the city centre.

AWARD WINNING EVENTS +

Every experiential event that FOR Cardiff delivered in our first term led to a significant increase in footfall at its launch. We believe this is because we created unique moments and experiences for visitors, residents, and workers.

Whether that was enormous inflatable daffodils 60 metres in the sky to celebrate St David's Day, a giant gingerbread house arriving on the Hayes overnight, or 206,000 people visiting Cardiff for the inaugural City of Arcades Day. Not only did these events create a buzz and excitement around the city centre, but they saw significant increases in spend and profile. This success has been acknowledged by our multiple award wins for these experiences. We will build on those successes and specifically look at ways we can celebrate Welsh culture and put Wales' capital city on the map via these moments.



#Gingerbreadmun House 2018



#TheDaffTrail 2019

THE CARD +



Approximately 100,000 workers visit Cardiff city centre every day, and 40,000 of our members' employees have The Card, which allows them to access discounts, events, and experiences. We believe that The Card can be pivotal in the reopening and resurrection of the city centre, providing businesses with a vehicle to tap into new audiences and encourage workers away from their desks, counters and staff rooms, to experience the best that Cardiff has to offer.

One of the positive elements that came from the pandemic was people's emerging passion for their community. People wanted to feel they were a part of something and wanted to see how they could reach out and meet their neighbours. We want The Card to grow to create a hub of activity and community for employees in the city centre. Other BIDs have created everything from choirs, to Olympic games and cheese tasting events, and we want to know what you'd like to see us deliver, to safely create a unique city-wide employee benefit for you and your staff.



Naz John
Talent Acquisition & Employee
Engagement Manager

“The Card is a fantastic staff incentive for all at CPS Group & FaulknerScott, one of the reasons why we will be voting yes. It allows us to reward our staff by offering them discounts across retail, hospitality, leisure and more. I am excited by FOR Cardiff's plans to build on the success of The Card in their second term.”



THE FOR CARDIFF + GIFT CARD

The FOR Cardiff gift card expanded at the end of our first term to include not just independents, but also national businesses. This led to doubled sales over Christmas 2020, with no increase in marketing spend. Being able to offer a wider choice and a better representation of the city centre, clearly resonated with our customers and we will grow on this success.

The gift card will have a dedicated marketing budget to continuously promote it as the card of choice, offering consumer facing businesses the chance to benefit more from this scheme as it continues to grow.

One of our big aspirations for our second term, is to develop into the business-to-business market, whether it be a staff incentive scheme, awards or presents, we want the FOR Cardiff gift card to be the card of choice for corporate orders. Not only do you get to reward or thank your staff, but the spend stays local and supports your fellow businesses at a time when they need it most.



NEW INNOVATIONS.

UNIQUE CHRISTMAS EVENT +

Cardiff has the elements that you associate with a major city and Christmas, a big wheel, ice rinks, Christmas lights and a festive market. However, what differentiates Cardiff and puts it on a par with other European capital cities?

We want Cardiff to have the confidence of our competing capitals, and to do that we will invest in a bringing a world first Christmas experience to Cardiff.

This experience would be installed for a couple of months, to ensure that footfall would be consistently high, rather than having a burst of activity over a day as Cardiff has done in the past. It will also bring the profile that Wales' capital deserves for our Christmas offering.



“FOR Cardiff brings added value to businesses at a time when high streets and retail are under unprecedented pressure. Their commitment to delivering a marketing and events programme in addition to initiatives like street cleansing, night marshals and floral decoration will drive footfall to the capital, footfall that is so vital to high street

Cliff Vanstone
Head of Branch
John Lewis



ENVIRONMENTAL PROJECTS

Since the beginning of our first term the importance and awareness of environmental issues has grown exponentially. Companies now have ambitious internal and legally required targets, regardless of the size of the employer or sector.

During the consultation, the enthusiasm for support and guidance around greening of the city and businesses was significant. Businesses want to see how they can collaborate or share best practice with one another, and we will create this forum. Businesses also wanted training and lobbying of landlords, for how they can implement changes to achieve their objectives, such as becoming carbon neutral or signing up to no single use plastic.

Transport and travel in and out of the city by residents, workers and visitors is an area which is led on by local authorities and government.

TRANSFORMING PUBLIC SPACES +

As Wales' capital city there is an expectation of how the city should present itself and welcome visitors. There are examples of how Cardiff does an excellent job in many areas, such as Cardiff Castle, Bute Park, and The Hayes. However, there are parts of the city which are in need of investment and love.

We will deliver, influence, and partner to make Cardiff an outstanding place to visit, work and live. Feedback during our consultation demonstrated a desire for more welcoming and attractive public spaces, to allow people to congregate and enjoy themselves – we will investigate opportunities in this area, such as in Hills Street and through the implementation of pocket parks.

We also had excellent feedback (60% voted in support) of the floral decorations we have invested in during our first term and will continue to add a splash of colour across Cardiff streets via our hanging baskets.

However, FOR Cardiff will continue to promote the healthy travel charter, and find discounts and initiatives for member businesses and employees using public transport, bikes, and cars.

We will work with experts within this field to not only see how we can support our members better, but also see what projects we can implement and create a 5-year plan. We will be considering ideas such “living” walls or rooftops, increasing green spaces, improving water refill facilities, urban farming and working with partners to support better waste collection initiatives.

Any plans we implement and support will be backed up with extensive research, to ensure our projects have an element of legacy and bring tangible benefits to businesses



Floral Decorations on Windsor Crescent



Creatives of the Capital - Robin Bonar Law

2021-26: Enhance



ART INSTALLATIONS/CULTURAL FOCUS +

Public art and making culture accessible has been proven to not only revitalise tired buildings and vacant sites, but also transform entire areas. Glasgow created a mural trail which has had a major impact, by creating vivid displays which brighten up lanes and streets, inviting locals and tourists alike to visit in their thousands and support local businesses.

We will work with partners to highlight the history, fun, and diversity of Cardiff streets with permanent and temporary installations. Everything we do under this heading will be free to access and focussed on accessibility.

We will consult with our members to see how they can collaborate and benefit from these installations that are on their doorstep.



Poetry in the Arcades

DELIVER.

Projects that produce physical results through initiatives that make Wales' capital a cleaner, safer, and more supportive city. Whilst enabling our staff, students, graduates, and partners to flourish through training, career progression and targeted investment.

PROVEN SUCCESSES.



THE CLEANSING TEAM +

During the consultation, the cleansing team and the exceptional service they provide, was rated as one of our most popular and in demand projects with **74% rating it as excellent.**

The look and feel of a location is critical to customer experience, appeal, and economic success. The Cleansing Team undertake work over and above anything that the Council provide and are an essential part of this. FOR Cardiff will continue to provide this service to our members with deep cleaning private property, graffiti and chewing gum removal for example. There will be a call out service where you can call upon us 7 days a week to remove or clean away any unwanted items or debris that have been left on your premises.



VOTEYES FOR CARDIFF

THE EVENING & NIGHT-TIME ECONOMY

As one of the UK's major event locations, Cardiff's economy is heavily reliant on our hospitality industry, particularly the evening and night-time economy. A crucial part of the safe and efficient running of the city centre, evening and night-time economy is our Night Marshal team, who support residents, visitors, and businesses in getting people home safely and managing any anti-social behaviour that may occur. This invaluable team will remain for our second term.

The Association of Town and City Management (ATCM) Purple Flag accreditation has been awarded to Cardiff for the last 3 years. Due to our exemplary partnership working and annual commitment to improving and developing the safety of the city centre. We will continue to strive for this mark of approval to help demonstrate that Cardiff is a secure place to visit in the evening, with a varied offer, and market the city as such.

The Best Bar None accreditation scheme, supported by the Home Office and drinks industry, aims to improve standards in the evening and night time economy. We will continue to provide these assessments and templates at no cost to our members, to ensure our venues are run responsibly and commit to ongoing improvements and social responsibility.



BUSINESS ENGAGEMENT FOCUS

To ensure we are delivering a return on investment, prioritising and offering projects that reflect your requirements, we need to engage with you on a regular basis.

A dedicated team with allocated specialisms such as hospitality, professional services, retail, and independents, will ensure we are able to continue to provide you with an excellent service and be responsive and reactive to changes in your sectoral environment.

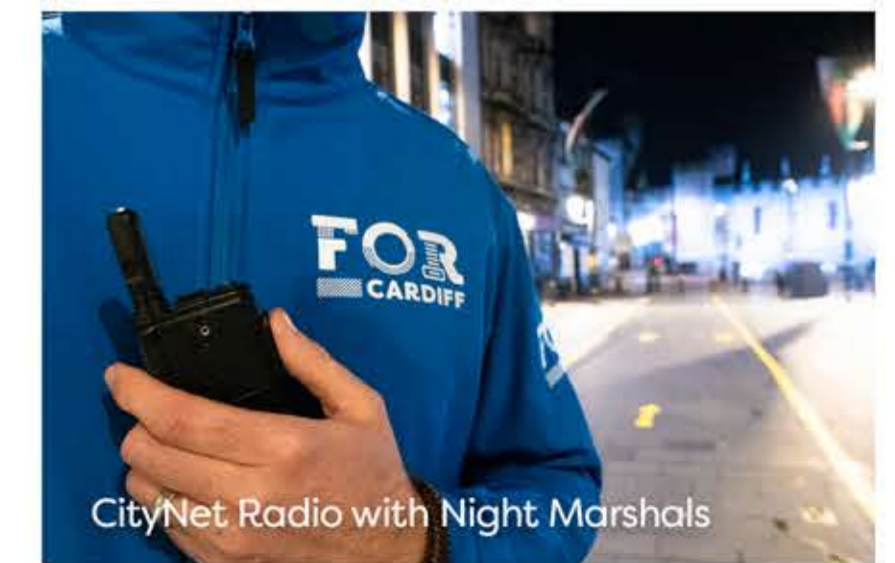


CARDIFF AGAINST BUSINESS CRIME (CABC)

The CityNet radio system has resulted in significant savings and superior service for hundreds of city centre business, with 78% of businesses rating this service as excellent.

In addition to continuing with the CityNet radio system we will seek to launch a civil notice exclusion scheme. This would work by denying criminals access to all member premises, thereby preventing, or deterring crime, reducing business losses, and improving security for staff and customers. CABC would provide a secure data to identify those excluded under the scheme and facilitate wider intelligence sharing.

In order to support this scheme and continue to run an excellent radio service, we will be expanding the team, with not only our dedicated Business Crime Reduction Manager, but a Business Crime Reduction Officer as well. This individual will be an expert on stock loss and will work closely with members, their inhouse security teams, and South Wales Police to improve the trading environment, reduce antisocial behaviour, and increase reporting.



“As Chair of the Cardiff Licensees Forum, I can fully endorse the benefits of FOR Cardiff to licensed traders through projects like CABC, Purple Flag and Best Bar None to name a few. FOR Cardiff provided support to the hospitality sector when they needed it most by communicating the needs of businesses and lobbying for additional support. FOR Cardiff will play an important role in Cardiff's recovery and that's why I am encouraging all businesses to vote yes.”

Nick Newman - Director



VOTE YES
FOR CARDIFF

Give DIFFerently



CAER ledigr wydd

It is one of the most complex issues for many cities: homelessness and rough sleeping. In response to this, and our members consistently highlighting it as their number one concern, we created Give DIFFerently.

The Give DIFFerently fund helps existing homeless charities support the people they work with via small grants. Grants of up to £750 are spent on essentials that aid a person's personal development plan – the aim is to provide individual solutions to their issues. We have had some fantastic case studies outlining the success of the fund, which can all be found at forcardiff.com/givedifferently - this shows evidence that this fund needs to continue.

Through the consultation there has been huge support for expanding this scheme, and we will do this by raising its profile and ensuring we can raise significant funds for this essential cause. We will work with businesses to bring in more contactless donation points across the city and run campaigns to raise awareness of this alternative way of donating to the homeless community.

One of the few positives of the pandemic has been that (at the time of writing, March 2020) the number of rough sleepers in Cardiff city centre has dropped to single figures, the lowest it has been in recent times. This is an enormous opportunity for Cardiff to keep this figure low and aspire to a zero figure. We will work with partners and continue to sit on key strategic and operational groups and boards to support this cause.

We will maintain and expand the Cardiff Homeless Charter, which helps unite people, schools, and businesses to tackle homelessness together. Pledges are made that provide alternative ways to give, such as time, employment, and skills to make a real difference.

We have also provided support to members who wanted to educate and train their staff on how best to deal with this complex issue, by hosting a series of briefing sessions. We will continue to do this, as well as conducting meetings to understand our members' concerns around homelessness and work closely to signpost them to the appropriate agencies, and support where it is appropriate for us to do so.



2021-2026: Deliver

FREE MEMBER TRAINING

Our fully funded training programme is one of our most in demand projects, with hundreds of businesses saving thousands of pounds annually.

We will not only retain this project but expand it, to include a digital offering, where a wide breadth of courses will be available to your staff at zero cost. These can be completed whether they working within the business premises or remotely.

We are also mapping partnerships where members will be entitled to fully funded, professional qualifications, to help advance their careers and expertise.

“Very often small independent businesses like ourselves have very small budgets to spend on external training, the free training provided by FOR Cardiff really does help us alleviate this issue. The savings on the training costs alone more than repays our full BID levy invoice.”



sleeperz
HOTELS
Laura Peeroo
General Manager

“Through Give DIFFerently we have been able to directly respond to rough sleeping and homelessness in Cardiff city centre. We have given individuals and businesses the opportunity to make a difference through contactless giving or by making a pledge in the Give DIFFerently Homeless Charter. It is important that we continue to support FOR Cardiff so they can continue to make an positive impact”.

Margaret Waters
General Manager



NEW INNOVATIONS.

STUDENTS & UNIVERSITY SUPPORT

Students make up a significant proportion of Cardiff's population and make an enormous contribution to the economy, with students in 2019 generating £696 million of regional GVA.

Following the consultation with our members, prioritising retaining and developing these graduates, rather than losing them to other core cities, is really important.

We will work with the city centre-based universities to establish a university internship scheme, to help bridge the gap between top talent and our member businesses.

We will use this platform to develop a strong young professionals' network within Cardiff city centre, with the aim of retaining talent locally.

During our first term we worked closely with the Universities to support their open days to ensure that the whole Cardiff experience was a positive one for prospective students and for anyone accompanying them on the day.

This is something we are committed to for our second term and would like to collaborate to see opportunities for expansion of this support.

2021-26: Deliver

“

As Director of Partnerships at Chamber Wales, I'd like to endorse FOR Cardiff's commitment to supporting businesses and making Cardiff a prosperous city for all. If you vote yes, this June you can play a pivotal role in shaping the recovery of Cardiff city centre and make it a city fit for the future.

”

Nina Slevin
Director of Partnerships

CHAMBERS
WALES



PARTNERSHIP WORKING +

Cardiff is at a pivotal moment that will define its future fortunes. Numbers of empty commercial units have increased, the challenges from Brexit continue to evolve, and competition from neighbouring cities is mounting. We need to build a more sustainable, diverse, and successful city that attracts growth of new companies and investment.

FOR Cardiff will maintain close partnerships with Cardiff Council and Welsh Government, to collaborate on sharing communications with our members. We will critically analyse opportunities for financial investment in projects which will ensure Cardiff's success for example the Transforming Towns fund.

In addition, we will continue to create our own reactive working groups, to bring together key stakeholders.

An example is our commercial property group, who will address the challenges emerging from the increasing empty office space and the collapse of major chains, such as Debenhams.



REPRESENT.

Projects that show what FOR Cardiff and our members stand for. Empowering, informing, and unifying them to lead the way and instil change for the better.

PROVEN SUCCESSES.

A REPRESENTATIVE VOICE

Throughout our first term, FOR Cardiff has lobbied Welsh Government, South Wales Police and Cardiff Council on a plethora of city centre issues such as homelessness, antisocial behaviour and Covid-19 support, but we need to do more.

The challenges and threats to a significant proportion of our membership have never been more poignant than they are now. If the support or financial packages and changes in policy are not significant enough, then the landscape of Cardiff will look very different.

As the representative body for businesses in the city centre, FOR Cardiff will work to position city centres high on government agendas, to ensure that Cardiff remains a vital and viable urban centre for generations to come.

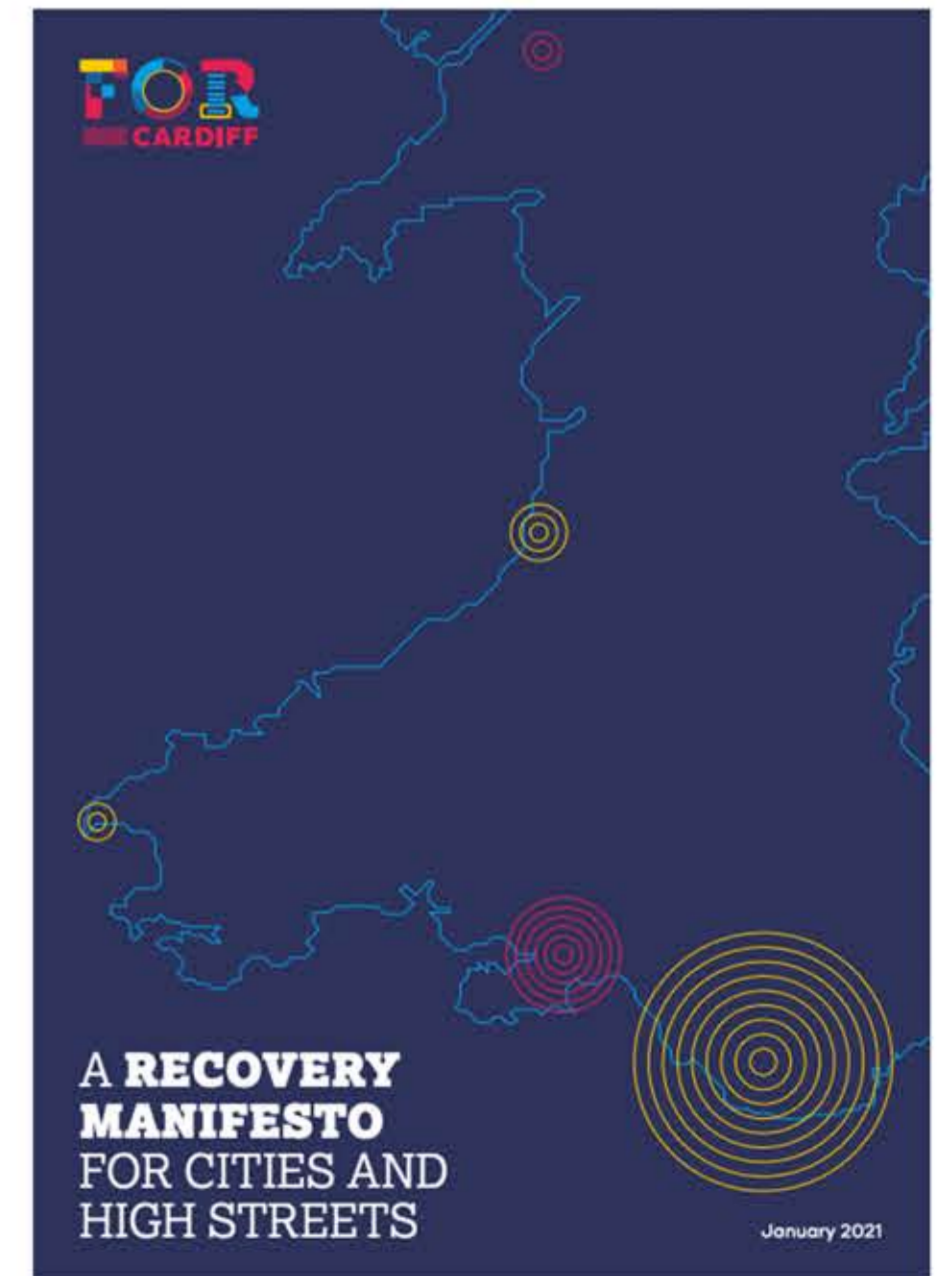
An early indicator of our work in this area is our well received Recovery Manifesto for Cities and High Streets, which was launched in advance of the 2021 Senedd elections.

The manifesto outlined 8 priority areas for the Welsh Government to focus on, to ensure that city centres recover sustainably from the pandemic and overcome the challenges they were facing before the pandemic began.

Examples included a large-scale review of business rates, maintaining the benefits of good office environments, whilst transitioning to a blended and accessible working dynamic, and continuing to invest in developing high-quality public transport infrastructure.



Welsh Government Senedd Building



RESEARCH & COMMERCIAL INSIGHT +



The external factors affecting cities in general, and Cardiff in particular, are numerous, complex and all but impossible to predict – in particular, the changes to society caused by the Covid-19 outbreak are having an enormous impact on local economies and city centres.

Despite this unpredictability, we realise that we must always respond to changing environments and have a philosophy of evidence-based decision making.

We are committing to conducting professional research annually on challenges affecting the city, as well as identifying key partners who will provide genuine commercial insight.

We will share this data with you, to ensure that you can benefit from the findings and conclusions.



“

FOR Cardiff represents the interests of business leaders, engaging them on key issues and developing initiatives that respond directly to their needs. As the National Director of Wales at the Institute of Directors, I urge business leaders to support FOR Cardiff by voting yes.

Robert Lloyd-Griffiths
Wales National Director



NEW INNOVATIONS

EQUALITY CITY

Over 2020 we saw the Black Lives Matter movement spread across the globe and awareness of the severity of the gender pay gap repeatedly made headlines, with not enough progress being made.

However, we also saw progress in the shape of Cardiff's businesses supporting the 2019 Pride Cymru celebration and LGBTQ+ community.

Equality is not something people should need to campaign for, it should be a given for any member of staff in a business. During the consultation, we heard some fantastic case studies from our members leading the way in this area.

However, there were also businesses who wanted to make changes, but needed support and guidance on how to implement these transformations.

Wales and its capital city have the responsibility to lead the way and foster fairer cities. FOR Cardiff wants to lead the way in making a wider commitment to equality, by collaborating with key stakeholders to ensure Cardiff is one of the UK's first equality cities. In order to achieve this, we will work with our members to make a commitment to change, providing training and templates on how to implement these alterations.



CHALLENGE FUND



Cardiff Castle Entrance

During the consultation, one of the messages that emerged, was that members wanted to see us invest, or sponsor, opportunities that would make a genuine difference to both their sectors and the city centre. As a result, we will have a more targeted approach to our sponsorships and investments, with a more critical analysis of KPIs and deliverables.

This will take the form of a challenge fund, to allow organisations to bid for funds to develop solutions for the challenges faced by you. This could be a technological solution to an issue, such as no-shows at restaurants, a physical intervention, such as public artwork, or even a training and development issue.

PROCUREMENT CHARTER

The Covid-19 pandemic has highlighted, more than ever, the importance of retaining spend locally, going beyond simply supporting your local greengrocer or florist. There is a complex regional economy supported by dense supply chains in the professional and office sectors who need local support as well as retail and hospitality.

We will publicly commit to a procurement policy, which enshrines the importance of retaining spend locally, and will lead the campaign to encourage other key organisations and institutions to engage in the same process.



Hilton Hotel Cardiff



VOTE YES
FOR CARDIFF

FOR CARDIFF BOARD OF DIRECTORS



FOR Cardiff, is Cardiff's BID and is an independent, not for profit business led private company. We represent around 750 businesses that operate in the city centre as shown on the map. We are governed by a Board of Directors who are all volunteers, who are experts in their sectors and work in levy paying businesses.

For our second term the Board will continue to represent the geographical footprint of FOR Cardiff and, where possible, all business sectors.



Huw Llewellyn
Admiral (Chair)



Cliff Vanstone
John Lewis (Vice Chair)



Mark Brace
Police & Crime
Commissioner's Office



Nick Newman
The Philharmonic



Bruno Nunes
Peppermint Bar
& Kitchen



Leanne O'Brien
Capital Law



Ken Poole
Cardiff Council



Phil Sheeran
Motorpoint Arena



James Waugh
St David's Dewi Sant



Margaret Waters
Park Plaza Hotel



Neil Wicks
National Museum of
Wales

BID2 AREA MAP



FOR CARDIFF TEAM



Adrian Field
Executive Director



Carolyn Brownell
Head of Marketing & Communications



Emily Cotterill
Projects Manager



Nigel Griffiths
Operations Manager



Ian Tumelty
Business Crime Reduction
Manager

FOR Cardiff is led by Executive Director Adrian Field, supported by Head of Marketing & Communication Carolyn Brownell, Projects Manager Emily Cotterill, Operations Manager Nigel Griffiths and Business Crime Reduction Manager Ian Tumelty and an energetic and dedicated team of key office, business engagement, project management and marketing personnel.



GOVERNANCE & MANAGEMENT

The establishment and operation of a BID in Wales is governed by the Business Improvement District 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 BID Board is responsible for the strategic and financial management of the BID and meets on a quarterly basis as a minimum.

The board will have no fewer than 12 and no more than 15 positions. Directors will be drawn from BID levy paying businesses and the board may co-opt up to two members from outside of the pool of levy payers, if they deem that there is a strategic requirement for an external skillset or point of view.

The split of representation on the board will reflect the sector breakdown of the BID levy paying businesses. Any levy paying business will be eligible to submit a candidate to stand for election to the board. The positions of Chair and Vice Chair will be held by directors from the private or voluntary sectors. Individuals currently employed by the BID company are ineligible for a position on the board of directors.

The board may establish subcommittees as it sees fit. Any subcommittee will have at least one director in their membership and any necessary budget will be agreed at board level, in line with the company's financial protocols.

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 and these will be made available to levy paying businesses.

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

- Baseline agreement – sets out the minimum service standards to be delivered by Cardiff Council, along with any additional agreed discretionary services within the BID area.
- Operating agreement – this defines the contractual arrangements for the collection and enforcement of the BID levy.

These agreements are available to any levy paying business on request.

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

FOR CARDIFF LEVY RULES EXPLAINED

1. A BID levy of 1% of rateable value will be charged on all eligible hereditaments listed in the 2017 local Non-Domestic Rating List as of 1st April 2021 other than those affected by rules 2 and 3. All new hereditaments entering the Rating List after 1st December 2021 will be levied at 1% 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 £25,000.
- Hereditaments that are classified by the valuation authority as: industrial, manufacturing, storage, or workshop.

3. Occupiers of hereditaments paying a service charge within a managed shopping centre may be eligible for a discount of up to 30% on their levy (i.e. charged 0.7% of their rateable value rather than 1%) in recognition of their spend towards services including marketing, cleansing, and security. Any discount is applied at the discretion of the BID board and will be reviewed annually.

4. The BID levy may increase by an inflationary factor of up to 2% in successive years (i.e. up from 1% to 1.02% in year 2). The board will assess if any increase is appropriate each year, giving careful consideration to the economic environment.

5. The term of the BID will be five years from 1st December 2021 to 30th November 2026, directly following the term of the current BID.

6. The levy will be charged annually in advance for each complete chargeable period from December to November. No refunds will be given.

7. 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.

8. A cap on the annual levy payable will be set at £50,000 per business. To qualify for this relief, a business must demonstrate that the same legal entity is directly liable for the non-domestic rates for all relevant hereditaments. Organisations which trade separately, but are part of a shared group of companies, do not qualify for this relief.

9. Cardiff Council are the billing authority and will collect the levy on behalf of FOR Cardiff. Levy monies will be held in a separate revenue account and will be transferred in full to FOR Cardiff.

10. Only those reliefs and discounts stated in the levy rules are applicable to the Cardiff BID levy.

BUDGET 2021-2026

FIVE YEAR BUDGET

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Levy Income	£1,400,000	£1,428,000	£1,456,560	£1,485,691	£1,515,405
Additional Income	£37,500	£48,000	£58,500	£64,000	£69,500
Total	£1,437,500	£1,476,000	£1,515,060	£1,549,691	£1,584,905

PROJECT BREAKDOWN

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Deliver	£624,123	£628,644	£640,440	£655,299	£681,295
Enhance	£381,003	£433,680	£446,913	£461,854	£451,507
Represent	£100,000	£77,220	£87,538	£87,673	£102,907
Management Costs	£239,374	£243,456	£247,169	£251,865	£256,196
Contingency	£93,000	£93,000	£93,000	£93,000	£93,000
Total	£1,437,500	£1,476,000	£1,515,060	£1,549,691	£1,584,905

FINANCE NOTES

- Based on performance throughout the previous BID term a levy collection rate of 97% has been assumed.

- An annual contingency of £93,000 has been applied. All reallocation of unspent contingencies will be agreed by the BID Board.

- Provision for the annual inflation rate on levy income has been reserved at 2% within the levy rules. Application of the inflationary rate is at the discretion of the BID Board 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. These costs are budgeted to remain below 20% of the total annual expenditure.

- The levy collection charge is £25,000 which amounts to 1.8% of the year 1 levy and equates to £24 per unit This is a reduction of one third compared to the previous term.

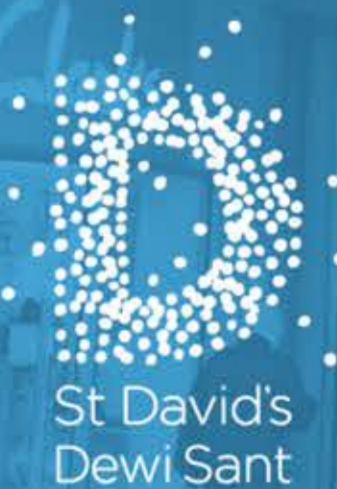
- Budgeted additional income is estimated from past performance of FOR Cardiff. The BID has ambitious targets to generate further additional income beyond the basic budget, this income will be pursued and allocated in line with the spirit of the business plan and company objectives. The precise allocation 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.



“St David's Dewi Sant are delighted to support FOR Cardiff for their contribution in making Cardiff a vibrant and progressive city. It has never been more important for everyone in Cardiff to come together to celebrate all that is great in our city and to encourage people to enjoy it for work and leisure. We are excited about St David's and the wider city area becoming a vibrant community space again. We fully support a second term and encourage all businesses to vote yes this June.”



James Waugh
Centre Director



VOTE YES
FOR CARDIFF

HOW TO VOTE

VOTE **YES** FOR FIVE MORE YEARS OF INVESTMENT FOR CARDIFF

BALLOT: JUNE 3RD – JULY 1ST 2021

A secret postal ballot of non-domestic ratepayers who would be liable for the proposed BID levy will take place from June 3rd. This ballot will be run by Civica and overseen by Cardiff Council.

- Notice of Ballot will be issued for all eligible properties on **20th May 2021**. If you do not receive your notice of ballot, please contact FOR Cardiff so that we can ensure your business' voice is heard.
- To ensure your vote counts, you must return your ballot paper in the pre-paid envelope to arrive by **5pm on July 1st 2021**.
- Businesses with multiple premises, according to the rating list, will receive a ballot paper for each unit. All ballot papers must be returned in the correct separate pre-paid envelopes as they are NOT duplicates.
- The BID arrangements outlined in this document will come into force if the following two criteria are met: more than 50% of hereditaments that vote cast that vote in favour; and that total rateable value of the hereditaments that vote in favour is over 50%
- The result of the ballot will be announced on **2nd July 2021** via the FOR Cardiff website and social media channels.

RESULT ANNOUNCED: JULY 2ND 2021



- JUNE -
3

BALLOT VOTING OPENS



- JULY -
1

BALLOT VOTING CLOSSES



- JULY -
2

ANNOUNCEMENT OF RESULT

WOTE YES

FOR CARDIFF

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📘 FOR Cardiff

🌐 FOR Cardiff

📺 FOR Cardiff

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