



Strategic Plan 2023

Cynllun Strategol 2023



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1 – Introduction / *Cyflwyniad*

Newport Cathedral / *Cadeirlan Casnewydd*

Newport Cathedral is the seat of the Bishop of Monmouth (The Rt Revd Cherry Vann) and the Mother Church of her Diocese in the Church in Wales. Founded as a house of prayer by Sant Gwynllyw (St Woolos) in the fifth century, the Cathedral has deep spiritual roots and has been a sacred site for over fifteen hundred years. The oldest part of the present building dates from 11th century with traces of earlier structures. The East End was extended in the 1960s. It is a mixture of styles but with a special charm. It has only been a full cathedral since 1949, having been a pro-cathedral since 1930, and while it is compact it offers intimacy and versatility.

The Cathedral serves four constituencies:

- The Diocese of Monmouth as Mother Church and Bishop's Seat
- The City of Newport as the historic focal and civic church
- The Region and nation of Wales as a significant ecclesiastical building
- The regular congregation who contribute so much to its life and witness and is growing in size, diversity and faith.

The building is open for visitors every day from Morning Prayer until the end of Evening Prayer (5.00pm). The arts have a central place in our life and we host many concerts, exhibitions and events. Music is at the core of our worship with boy and girl choristers singing alongside adults in the choir. As we emerge from the pandemic, activities are increasing in the Cathedral.

Over 2022 we estimate that the total footfall in the Cathedral was around 23,000.

Ethos / *Ethos*

Today Newport Cathedral is

- a vibrant house of prayer and worship,
- offering an open and inclusive welcome to all,
- and reaching out in faithful and loving service.

These demonstrate the public benefit offered by the Cathedral.

All of the Cathedral's literature is moving to include a bilingual element, in accordance with Church in Wales policy.



Purpose of the Church in Wales and Cathedral Objects / *Pwrpas yr Eglwys yng Nghymru ac Amcanion y Gadeirlan*

The Church in Wales is an autonomous province of the world-wide Anglican Communion. "Its calling is to nurture men and women in the faith of Jesus Christ and to aid them to grow in the fellowship of the Holy Spirit, so that the good news of God's grace may be clearly proclaimed in the world and that God's Kingdom may be honoured and advanced" (From the Constitution of the Church in Wales). This is our ethos and guides everything the Cathedral aims to do.

Under the Constitution of the Church in Wales, the object of the Cathedral as a charity is "the promotion of the whole mission of the Church, pastoral, evangelistic, social and ecumenical, in the Cathedral".

Structure / *Strwythur*

Paid staff

- The Dean, The Very Revd Ian Black (installed in May 2021)
- Residentiary Canon, Canon Andrew Lightbown (installed in March 2022)
- Chief Operating Officer (COO), Phae Cole (appointed summer 2022)
- Administrator and Events Coordinator, Lue Bannister (appointed January 2023)
- Director of Music, Emma Gibbins (appointed 2015)
- Associate Director of Music, Jeremy Blasby (appointed 2010)
- Gardener and Cleaner, Dan Walters (appointed 2022)

Volunteers

- The two Cathedral Wardens, Fay Howe and Colin Walsh – elected at the Annual Cathedral Congregational Meeting.
- The Cathedral relies heavily on volunteers who give generously of their time and skills. A number of retired clergy are actively involved in the Cathedral's ministry with other clergy supporting the worshipping life. The Congregational Committee is elected at the Annual Cathedral Congregational Meeting to promote the mission of the Cathedral and represent the interests of all the Cathedral community.

The staff team is relatively new, formed to enable the Cathedral to emerge from the pandemic and flourish. The COO oversees all aspects of administrative and financial management, governance functions and compliance. She is assisted by the Administrator and Events Coordinator to coordinate all events and the cathedral diary.

The Cathedral is governed by the Cathedral Chapter and everything that happens is ultimately accountable to them. This is in the process of converting to a Charitable Incorporated Organisation. The Dean is the chair of the Chapter and has a key role to ensure that Chapter holds to the Cathedral Constitution. The Dean is also styled as Senior Priest in the Diocese and is a member of the Bishop's Senior Staff Team. There is a Finance Committee, which meets quarterly, and also a Fabric Committee.

The management team consists of the Dean, the Residentiary Canon, the Cathedral Wardens, the Director of Music and the COO. A diary meeting enables events and activities to be monitored and managed.

Cathedral Building / *Adeilad y Gadeirlan*

The Cathedral building, Grade 1 listed, is one of the most significant ecclesiastical structures in Wales. It requires significant repairs to the fabric. These have been identified by the consulting conservation Architect's 2022 quinquennial inspection, have been prioritised and remedial works are being planned.

Safeguarding / *Diogelu*

Everyone in the Cathedral is required to abide by the Safeguarding Policies of the Church in Wales and keep up-to-date with training and DBS clearance, as appropriate. The Cathedral is committed to an environment and practices where everyone is safe.

Newport / *Casnewydd*

Newport is a city and port in South Wales, near to the English border. It is very close to outstanding countryside and sits on the north side of the Bristol Channel. It has received significant regeneration in recent years and has experienced changes in its industrial base. Further regeneration is proposed.

It has excellent communication links, by road and rail. The M4 runs round it with multiple junctions for the city. London is around one hour 40 minutes by rail; Cardiff around 15 minutes by rail.

There is fibre broadband in many parts of the city, not least around the Cathedral, enabling high speed internet connectivity.

The Diocese of Monmouth / *Esgobaeth Mynwy*

The Diocese of Monmouth takes its name from the county town of Monmouthshire, which sits on the border between Wales and England. It largely covers the former county of Gwent, now incorporating Monmouthshire, Newport, Torfaen, Blaenau Gwent and part of Caerphilly County Boroughs, as well as the eastern reaches of Cardiff. Parishes have recently been reformed into Ministry Areas, constituting a single entity.

The Cathedral is not part of a Ministry Area, but serves the whole diocese, as well as being a significant focus for the city.



2 - Diocese of Monmouth Vision – Faith in our Future *Gweledigaeth Esgobaeth Mynwy – Ffydd yn ein Dyfodol*

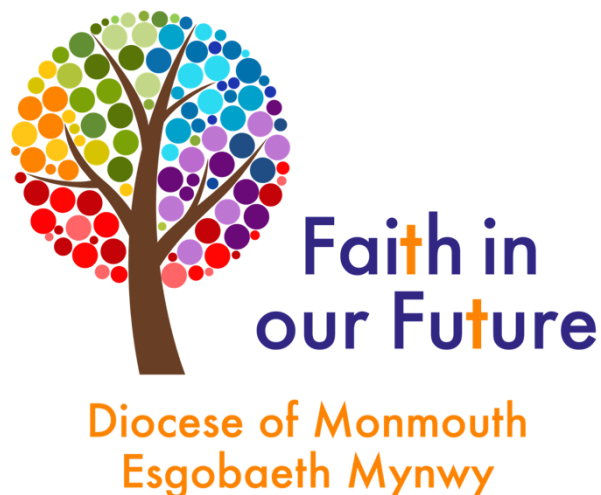
The foundation of the Diocesan vision (launched autumn 2022) is the **Five Marks of Mission** drawn up by the Anglican Communion. They are:

- **To tell** - proclaim the Good News of God's Kingdom.
- **To teach**, baptise and nurture new believers.
- **To tend** - respond to human need by loving service.
- **To transform** - unjust structures of society, to challenge violence of every kind and to pursue peace and reconciliation.
- **To treasure** - strive to safeguard the integrity of creation and sustain and renew the life of the earth.

These Five Marks of Mission put into words themes that form branches through which Christian faith is lived and the church can grow within the Kingdom of God.

The diocese expresses these marks through **five key branches**.

- **Discipleship** - "Growing more like Jesus"
- **Stewardship** – "Living as thankful and generous people"
- **Environment** – "Caring for God's creation"
- **Social Justice** - "Serving together to strengthen our communities"
- **Equality and Diversity** – "Welcoming all"



Structure of the Strategic Plan / *Strwythur y Cynllun Strategol*

This strategic plan for the Cathedral seeks to show how it is currently reflecting the diocese's vision as the Cathedral fulfils its vocation and the areas for development as it seeks to live out these objectives. These will be split between three areas:

- Energise - **Core work** which needs to be continually energised
- Enhance - **Emerging work** as we seek to enhance what we do
- Extension - **Where we want to be** as we extend and develop our work.

This document is a working document, which will be monitored as the plan is implemented and revised and updated accordingly.



3 - Worship and Prayer / *Addoliad a Gweddi*

"The heartbeat of the Cathedral"

Current position and key commitments

Worship is the heartbeat of the Cathedral, beginning and ending each day. We aim to be rooted in and routed from (guided and directed) prayer.

Core work – to continue to be energised:

Weekdays

Morning Prayer and Eucharist – 8.00am (Monday to Friday)

Evening Prayer - 5.00pm (Wednesday Choral Evensong at 6.30pm)

Holy Eucharist – Thursday 10.30am

Sunday

8.00am Holy Communion (Traditional Language – 1984 Church in Wales rite)

10.30am Cathedral Eucharist (2004 Contemporary Language Church in Wales rite)

4.00pm Choral Evensong (1984 Prayer Book).

- During choir vacations, Evensong is replaced by a series of different styles of evening service, allowing for imagination and creativity to develop in worship.
- Other special services throughout the year. Ecclesiastical and civic dignitaries are frequent visitors to the Cathedral.
- Contemporary and Traditional. Worship reflects the world in which we live while also drawing on the best of the Christian heritage. It is deeply rooted in the Anglican pillars of scripture, tradition and reason, with well-prepared preaching and spiritually alive prayer.
- Vestments. The Cathedral has a full set of vestments to reflect the liturgical seasons and give dignity to the worship.

Emerging work – Enhancing what we do:

- Accessible. Service booklets are produced so that the visitor can take part along with those familiar with custom. Care is taken to ensure that they meet the needs of people with dyslexia and visual impairment. Gluten free wafers are provided. Hearing loop and microphones are used.
- Open altar. All who normally receive the bread and wine in any Christian church are welcome to take Holy Communion in the Cathedral.
- Welsh language. Rubrics and headings are bilingual. Welsh language services are also held as part of the diocese's programme.
- All events are greeted and a prayer is said at the start of proceedings.

- Servers. The team was disbanded during the pandemic. It has made a slow return and is being developed and expanded. The team of administrators is being expanded.

Where we want to be – Aspirations to Extend and Develop

- Additional forms of worship. Moving Choral Evensong on Sundays to 4.00pm has created space for additional forms of worship to speak to and form new congregations. There is also a desire to shape worship in different styles at other times, including healing services. These need to be resourced.
- Commission new nave sanctuary furniture and choir stalls to complete the refurbishments begun with the new altar and replacement of pews with chairs: lectern/ambo, credence table, clergy and servers' seating.



4 – Music / *Cerddoriaeth*

“The one who sings, prays twice” (St Augustine)

Current position and key commitments

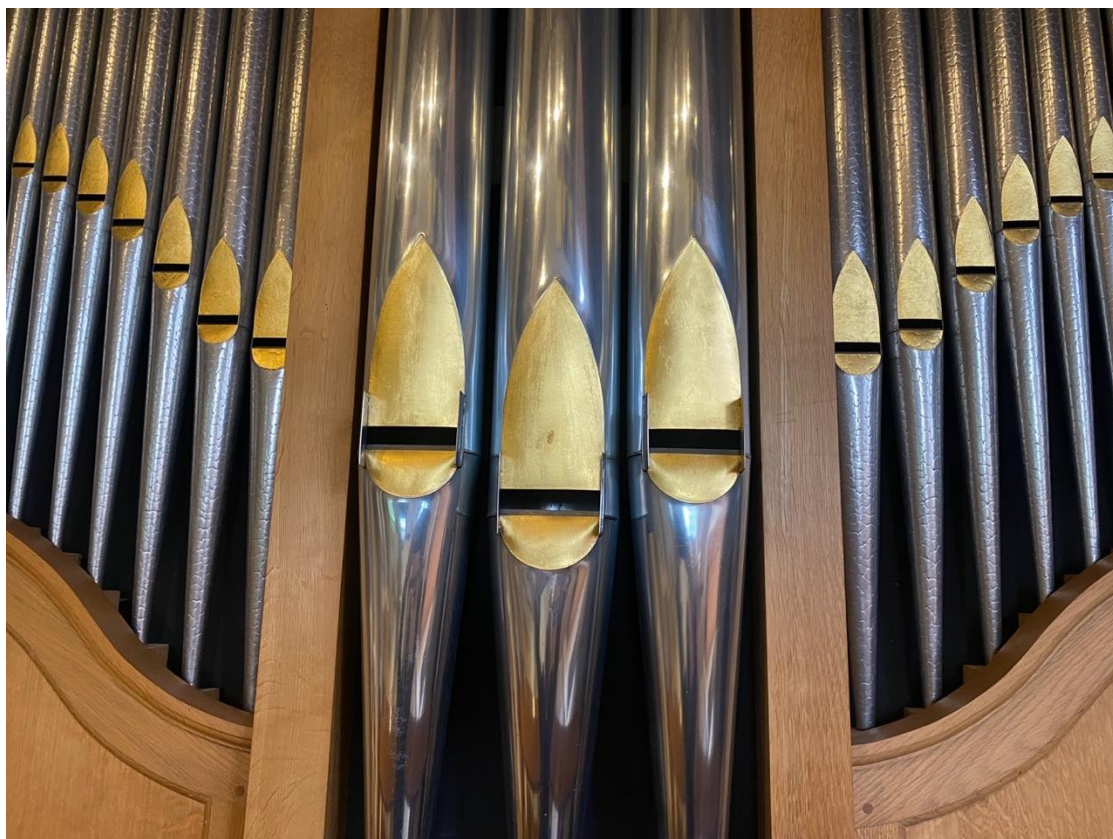
Music is a vital part of the Cathedral's life and worship. The choir is valued by the Cathedral community and led by a dedicated and highly committed Director of Music. It is the most significant youth activity in the Cathedral. Concerts are an established feature of the Cathedral, drawing musicians from the Royal Welsh College of Music and Drama in Cardiff as well as amateur and professional performers more widely. Since 2015, St Woolos Sinfonia have been our orchestra in residence.

Core work – to continue to be energised:

- Boy and girl choristers singing alongside adults in the choir. The children come from diverse backgrounds and are drawn from a wide range of schools across the city and beyond. The choir gives opportunities to children for whom a musical education might not have been possible otherwise:
 - First rate, totally free musical education
 - Singing with other children and adults, working to a professional standard
 - Leadership from experienced professional musicians
 - Developing skills and attitudes which transfer positively to schoolwork
 - Developing self-discipline, self-confidence, teamwork and commitment
 - Opportunity to travel with the choir
- Establishing in our young people a faith and love of music that will remain with them for the rest of their lives, investing in the next generation of church goers and church musicians.
- Enrichment activities for the choristers: educational workshops for the benefit of all choir members, attendance at residential courses such as the Royal School of Church Music summer course in Bath.
- Social events for the children and adults: social bonding and shared activities translates into an increased musical unity as well as forming the basis of lasting and meaningful friendships. We aim to invest in the whole person.
- Choral services, drawing on the best of the Anglican choral tradition.
- Concert series – a popular venue for performers.

Emerging work – Enhancing what we do:

- Visiting choirs. In 2022, this included a choir from the Netherlands.
- Musical outreach work. Working with local primary schools, particularly those in more socially deprived areas, to allow the children to have experiences which might otherwise have been beyond their reach. In 2022, an opera project involved over 100 primary school children working with and performing alongside professional opera singers.
- Choir mentoring – young probationers being guided and cared for by older choristers, giving the older children valuable leadership experience and boosting their confidence.
- New music – hosting events, including the Welsh Premier of Matthew Coleridge's 'Requiem'.
- Choir trips and tours. These have an ambassadorial role in raising the profile of the Cathedral Choir and bringing music to local churches that perhaps don't have the resources for choral music, as well as allowing choir members to travel and represent the Cathedral with pride.
- Supporting church music throughout the wider diocese. This year we have launched a Diocesan Choral Festival, bringing musicians from across the region together to celebrate choral music in our Diocese and give smaller choirs the opportunity to sing with a larger group.



Where we want to be – Aspirations to Extend and Develop

- A steady recruitment programme of choristers and adult singers:
Recruitment continues to be a challenge. Following the pandemic, regeneration of the choir is a work in progress. This ongoing work places significant demands on the Director of Music as the only way to reach out to young people is through regular school visits. Recruitment of suitably experienced adult singers is problematic in Newport and we aim to retain choristers in the adult section of the choir after they finish as choristers, thereby developing the next generation of altos, tenors and basses.
- A Sustainable Music staff team:
Additional funding is needed to ensure that the roles are sustainable and adequately resourced. Roughly 1% of voice trials result in a chorister who is retained for the full duration of a choristership, meaning a significant and time-consuming recruitment effort is required to ensure the sustainability of the choir.
- Supporting church music throughout the wider Diocese.
 - There is a dearth of trained organists in the Diocese. We plan to re-establish the Diocesan organ teaching scheme which used to train and support teaching parish organists, using the Cathedral as a teaching hub.
 - As well as providing training and support for organists, there is a need for training and support for choir leaders, liturgists and singers. The Cathedral should be a centre for expertise, support and guidance for musicians and those who put together liturgy and there is potential for significant work in this area. This would require additional resources.



5 – Discipleship / *Disgyblaeth* *“Growing more like Jesus”*

Current position and key commitments

Growing to be like Jesus is central to Christian living. We learn from him and one another, seek to share that faith with others and as fellow pilgrims walk alongside one another in Christ's hope.

Core work – to continue to be energised:

- Study programmes, Lent groups, intercessor training, nurture of new and longstanding faith among all ages.
- Preparing for baptism and confirmation.
- Schools and Education – visits and special services.
- Evangelism – reaching out to make the Cathedral known in the city and share faith.
- Fellowship groups – Mothers Union, 30 Somethings, Coffee mornings, Congregational Meals at key festivals and occasions – open to all.
- Arts. The Cathedral is used as a venue for exhibitions and displays by local art groups and individual artists.

Emerging work – Enhancing what we do:

- A place of learning – lectures and talks. A Canon Theologian was appointed in February 2023 as a resource for the Cathedral and the Diocese.
- It is envisaged that the Canon Theologian will help develop a deeper engagement with Christian imagination through poetry, the arts and a prior commitment to justice.
- Developing use of pilgrimage as a tool for engagement. Two walks were held in 2022 and two more have been planned for 2023. These provide an opportunity for conversations ‘on the go’, where faith and stories are shared.

Where we want to be – Aspirations to Extend and Develop

- Develop courses and programmes to increase confidence in faith, to facilitate sharing that faith with others along with deepening discipleship.
- Develop courses and programmes for those new to faith, enquiring and curious to know more.

- Develop lay led groups to explore the Bible and faith. Identify and train lay leaders.
- Develop work with schools visiting, ensuring the resources available to them are in line with the new Welsh curriculum.
- Develop a programme of theological reflection and exploration on contemporary issues such as the relationship between Christian spirituality and science, politics, industry and commerce, and sport. These areas of activity are all characteristic of Newport's rich history and sources for the fostering of a contemporary, contextualised spirituality.
- Children and Families. To develop work with children, families and young people, groups particularly underrepresented in the Cathedral community. More children are appearing in the congregation and we want to provide for their spiritual nurture and growth.



6 – Stewardship / *Stiwardiaeth* *“Living as thankful and generous people”*

Current position and key commitments

The word Eucharist means ‘Thanksgiving’. This act of worship characterises the central Christian charism. As thankful people we become generous with our gifts of time and money.

Core work – to continue to be energised:

- As the Mother Church of the Diocese, we have a core role of hospitality, to be the gathering space for the Diocese at significant moments – ordinations, installation of canons and beginnings of ministry for diocesan senior leaders, significant moments in the life of the Diocese and Nation. We pray for the Bishop and her diocese each day.
- Planned giving – thought through in prayer and committed to regular giving to sustain the mission and ministry of the church as an expression of thanks to God who gives the church to serve the world.
- Pastoral care – how we care for one another, communion is taken to the housebound.
- Care for the buildings – significant works are constantly required. Several million pounds have been spent on roofs and internal refurbishment of the Cathedral in the past decade.
- Administration and governance, financial management, data handling and IT. How we steward the resources we have to comply with statutory requirements and good practice.
- Pray each day at Morning Prayer for members of the Cathedral Community by name.
- Every area of the Cathedral’s life, ministry and mission relies on the commitment of dedicated volunteers. These people give generously of their time and talents.
- A committed team of bellringers – the ringing of bells alerts the community that the cathedral is active and calls to worship. The Cathedral is an important bell tower for ringers throughout England and Wales, being one of only two towers in Wales with a ring of 12 bells. New ringers are encouraged and trained.

Emerging work – Enhancing what we do:

- Build stronger and closer relationships with the Diocese, ensuring that there is a warm welcome when visiting the Cathedral and taking the Cathedral into the Diocese, to give the Cathedral's focal role greater prominence. This will involve ensuring that the Dean has the space and flexibility to make greater use of opportunity to go out into the diocese.
- Seeing the whole of life as lived in the light and hope of Christ – paid work, voluntary work and all encounters.
- Enable all to offer their gifts and skills for the service of Christ's church and the world.
- Floodlights. These were improved and changed to LED lights in partnership with the City Council during 2022. This enables the building to be seen at night and shine as a beacon for the city.
- Faculty permission has been granted to install a 14th bell to enable the ring of 12 to be achieved on lighter bells, funded by a generous donation.



Where we want to be – Aspirations to Extend and Develop

- Pastoral care team. Develop a team of volunteers – selected, trained and authorised to appropriately care for one another.
- Volunteer agreements – clarifying what is required for each task and what each volunteer can expect to ensure they are cared for and held in their roles. Training to protect volunteers, staff and visitors.
- To be financially sustainable and to ensure best practice in administration, financial management and compliance.
- Draw more people into the planned giving scheme and invite them to review their giving annually.
- Fundraising and income generation to sustain daily ministry, current work and new initiatives, including conservation and development projects. Ensure that the costs of the Cathedral are covered when offering the space for events and activities.
- Lighting. Improve the Cathedral's internal and external lighting. The external paths are dark at night and illumination is urgently needed for safety. The internal lighting requires an overhaul, with the addition of emergency lighting and illuminated emergency exit signage.
- Building conservation. Repair the tower and remaining roofs, removing the scaffolding which has blighted the west doors for a decade.
- Sign board. New signage to replace the dilapidated signboard by the lychgate and improve signage and noticeboards around the site.
- Improve access to all levels of the Cathedral for independent access by those with impaired physical movement.
- Office facilities. Improve provision to meet the needs of an expanded team.
- To encourage new bell ringers to be trained by experienced members of the band.



7 – Environment / *Amgylchedd*

“Caring for God’s creation”

Current position and key commitments

As a coastal city, Newport is vulnerable to rising sea levels with climate change. This focuses minds to be responsible stewards of God’s creation. No one can eliminate carbon footprint, but its consequences can be mitigated and unnecessary use reduced.

Core work – to continue to be energised:

- Living churchyard. This is an area of the churchyard managed to encourage wildflowers and other plants to thrive. It provides a valuable habitat to be enjoyed by visitors and providing a food source for insects, birds and other wildlife. This includes a number of hedgehog houses, bug houses, bird feeders and nest boxes.
- Sustainable living. The climate challenge brings the imperative for everyone to live sustainably as part of Christian discipleship.
- Fairtrade. The Cathedral is a Fairtrade Cathedral, committed to using Fairtrade tea and coffee for hospitality.
- Creationtide liturgy. The liturgy in September draws on the creationtide resources designed to highlight the call to be stewards of creation and environmental awareness.
- Hosting events to highlight awareness, including the Young Christian Climate Network pilgrimage in 2021.

Emerging work – Enhancing what we do:

- Moving towards net zero. An energy audit was carried out in 2022.
- A Roche UK Eco Church Bronze Award. To use this as a tool to improve the Cathedral’s environmental footprint.

Where we want to be – Aspirations to Extend and Develop

- Develop a plan for achieving net zero, including quick wins and more challenging changes.
- Ensure all building works take environmental impact into account.
- A Roche UK Eco Church Silver and Gold Awards. To use these to assist the continued improvement of the Cathedral’s environmental footprint.

8 - Social Justice / *Cyfiawnder Cymdeithasol*

"Serving together to strengthen our communities"

Current position and key commitments

'If we have faith but do not show it in love and acts of mercy, our faith is dead' (cf James 2:14-17). The gospel is to be shown in how we live and express the love of Christ to others, especially those most in need. Jesus told his followers that the ones who fed the hungry and cared for those in need, served him. In the words of the hymn, 'When I needed a neighbour, were you there?' (after Matthew 25:31-40). There is a long tradition of the Cathedral putting this into practice.

Core work – to continue to be energised:

- Responding to the homeless and hungry who come to the Cathedral doors and grounds.
- Partnerships with Mind and Edengate: charities working locally with vulnerable people.
- Safeguarding. The commitment to safeguarding is reaffirmed each year at Chapter, with safeguarding officers appointed by Chapter.
- Foodbanks and hungry families in a number of schools. These projects are generously supported by the congregation.
- Chartist heritage. Celebrated each year at a ceremony and conference.

Emerging work – Enhancing what we do:

- Engagement with civic leaders and hosting civic services. Hosting events, such as BBC Radio 4 'Any Questions' in January 2023, fostering debate and raising the Cathedral's profile.



Where we want to be – Aspirations to Extend and Develop

- Working with all of goodwill in the better provision and care of the vulnerable, and responding well to the homeless and rough sleepers.
- To seek and take the opportunities to speak into the public square, expressing the prophetic voice of the Church.



9 - Equality and Diversity / *Cydraddoldeb ac Amrywiaeth* *“Welcoming all”*

Current position and key commitments

The Cathedral is an open and inclusive community. It welcomes without discrimination all who come through its doors and will make efforts to go out to make this known.

Core work – to continue to be energised:

- Inclusive community regardless of gender identity, sexuality, age, nationality of origin or economic status.
- Accessibility – physical and spiritual.
- Equality of roles – women and men in ministry together.
- Hospitality and Welcome – ‘greeting all as though they were Christ’ (Rule of St Benedict). Ensure that everyone is greeted with dignity and equality.
- Choristers drawn from a diversity of backgrounds, including some of the most deprived households in Newport and some from non-Christian faith backgrounds. This gives opportunities which are transformational and life changing as well as building bridges in the community.
- Diocese of Highveld Link (South Africa). Broadening horizons to the world-wide Anglican Communion. Pray daily for our link diocese and support offered in practical partnerships.

Emerging work – Enhancing what we do:

- Participation in Pride week and embracing LGBT+ community. The Cathedral had a stall at the event and flew the pride flag from the tower in 2022.
- Expanding Chartist heritage to include Suffragettes and Lady Rhondda.

Where we want to be – Aspirations to Extend and Develop

- Improve physical access to the Cathedral, including glass doors that open fully, improved ramp and independent access to toilets.
- Develop facilities to meet needs of 21st century – see also ‘Stewardship’.
- Develop partnerships and making it explicit that the Cathedral welcomes all.
- To review and develop a new improved “inclusivity” banner/statement to welcome all who come to the cathedral as they enter.

This strategic plan was adopted by Chapter 14th February 2023

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*The Cathedral Church of St Woolos, Newport is a registered charity no. 1133935
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