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# Strategic Plan 2023–2027

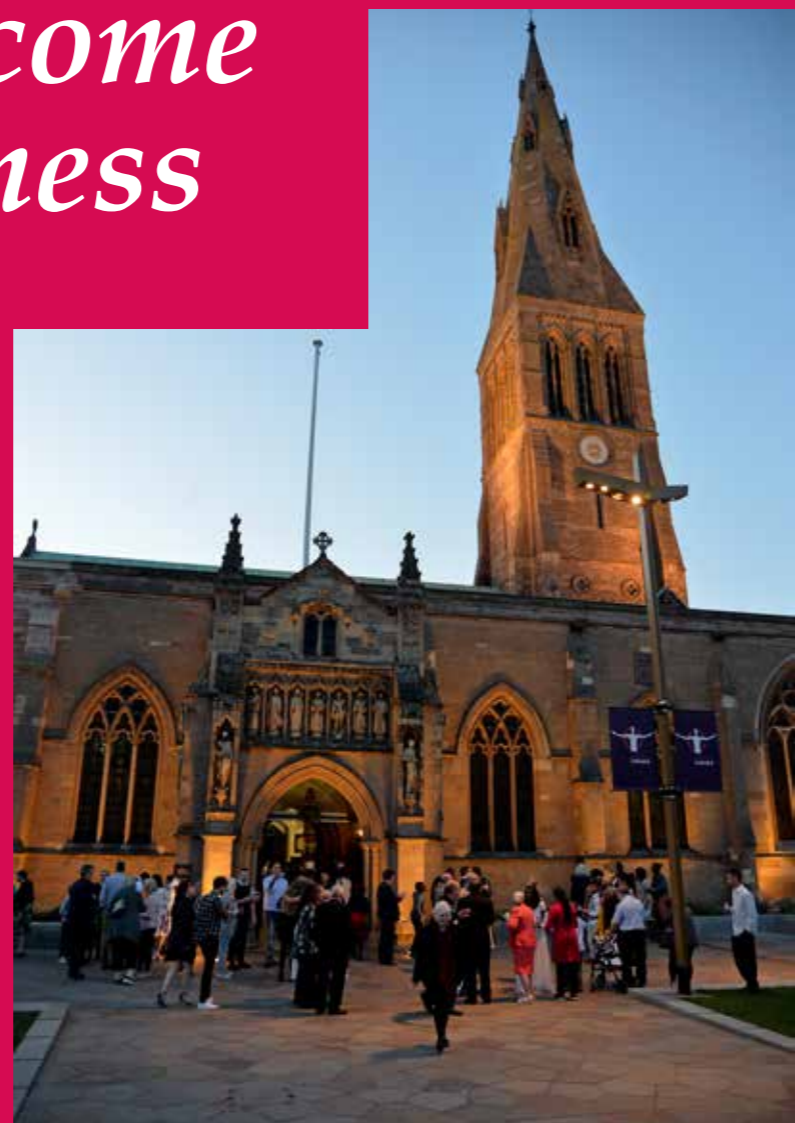
*our  
centenary  
year*



**Leicester Cathedral**  
A beating heart for City and County



*Worship  
Welcome  
Witness*



# Leicester Cathedral Strategic Plan

2023–2027

## CONTENTS

INTRODUCTION 5

VISION, MISSION & PURPOSES 7

VALUES 9

STRATEGIC STRANDS 11

Worship 11

Welcome 15

Witness 20

Workings 25

ACCOUNTABILITY & REVIEW 28



## Introduction

We will soon celebrate our 100<sup>th</sup> anniversary as a Cathedral and Diocese. This plan sets out our ongoing vision to be a *'beating heart for our city and county'* through the core Christian practices of Worship, Welcome and Witness. We build on the legacy we inherit, work done in the most recent previous plan and with a sense of discernment about what God is now calling us to do and be.

This plan shapes the life of the Cathedral following *Leicester Cathedral Revealed* (LCR). This is our £14m project to put the building back into good order, create more space for learning, better manage visitor flow and improve the individual experience of being within the Cathedral. The construction phase began on site in autumn 2021 and completes in summer 2024. The activity phase runs from 2024 – 2027, with a focus on

- sharing the histories, stories and life of a working church
- celebrating and sparking creativity
- providing a welcoming space for all
- being a learning organisation

LCR was devised in response to the significant rise in visitor numbers following the reinterment of King Richard III, and looks forward to the culmination of this work in the centenary celebrations of 2027. The success of the coming years depends on the successful re-opening of the Cathedral and development, to a sustainable business plan, of the opportunities a renewed building and new Chapter House and learning & visitor centre offer.

Our context is also shaped by the impact of COVID-19, Brexit, challenging economics and a period of time where the practice of Church of England Christian faith has declined. So this vision responds to also to that wider work of the Church of England to become *'simpler, humbler, bolder'* and of the Diocese of Leicester, whose mission plan is entitled *'Shaped by God Together'*.

We aim through our plan to grow and to serve the Church, Bishop and Diocese well as the 'mother church'. We also aim to serve our communities by maintaining a distinctive Cathedral voice and approach. We will be rooted in normative Christian practice whilst also being experimental, inclusive, sacrificially and radically open to the wider world, and prophetic where necessary.

So, we will develop our worship and discipleship, alongside responding through our arts, events, and commercial activities – as well as developing opportunities to express care and loving service to and with our wider world.

*The Revd Canon Alison Adams*  
Canon Pastor

*The Revd Canon Emma Davies*  
Canon Precentor

*The Revd Canon Karen Rooms*  
Canon Missioner,  
Acting Dean of Leicester



## Vision

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To be a Cathedral shaped by God, confidently proclaiming the Gospel of Jesus Christ, and enacting the Kingdom and modelling what it means to be 'cathedral' in Britain's most diverse city and county.

## Mission

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*A beating heart for City and County through Worship, Welcome and Witness.*

We sit in the heart of the old town in the heart of the city, which is itself in the heart of the county. Hearts are there to empower all parts of the body from the extremities to the core organs. The heart enables an exchange of resources.

Our heartbeat is our worship and spirituality, which enlivens the limbs of the body to be present, engaged and

working to ensure the common good of our communities.

Ours is a heart for the poor and dispossessed; a heart for those who find both the church and life to be a struggle or conundrum; a heart which makes love visible and practical through the warmth of our welcome, the reach of our care and the convening of others.

## Core Purposes

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Leicester Cathedral is the seat of the Bishop of Leicester and a centre of worship and mission. We provide a focus in the City of Leicester and the County of Leicestershire for the life and work of the Church of England in the Diocese of Leicester. We are a charity jointly regulated by the Charity Commissioners and the Church Commissioners.

As part of the Diocese of Leicester, we are particularly committed to contributing to the growth of the numbers of Christian disciples, growth in their depth of discipleship and

committed to loving service with and amongst our neighbours in the wider world. We contribute to four out of the five of the Diocesan priorities: eco-communities, reconciling communities, intergeneration communities and intercultural communities.

As part of the Church of England's commitment to a simpler, bolder, humbler church, we connect with the desire to support and shape missionary disciples, and to become a community of younger and more diverse people.



# Values

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Values are the way we do things.

Together we want to embody these three values in our relationships with colleagues, members of the different Cathedral communities, visitors, and in our broader public relationships across the City, County, and Diocese.

**Care**

**Collaboration**

**Curiosity**

## CARE

- We make time to listen to and care about others, treating everyone with respect and courtesy.
- We prioritise our own well-being, and that of others, as we manage our time and commitments.
- We ask for help if we need it, and expect to be offered support. We offer support to others.



## COLLABORATION

- Ask 'Who else could be involved?'; seek supportive collaborations and habitually partner with others.
- We are open to new ideas.
- We value a variety of contributions and views, and ask which voices are not being heard.
- Clearly define tasks and responsibilities; step up and do what is needed when it is needed.



## CURIOSITY

- We are curious about new ideas and perspectives and take time to listen beyond the Cathedral.
- Make it safe to ask questions and try new things.
- Recognise we make mistakes, learn from them, and find ways to improve.





# WORSHIP

## *Canon Precentor*

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### Vision

At Leicester Cathedral, we maintain a rhythm of worship and prayer which daily and weekly forms part of the 'beating heart' of this place.

We aspire to offer worship which is built on the living tradition handed down to us from wise forebears, yet continues to breathe in fresh and contemporary ways, seeking authentically to speak the language of 'Leicester' to regular members and occasional visitors alike in the way that it responds to our context in city and county.

While the building has been closed, we have explored being good guests through the *Together with Leicester Cathedral*

programme of parish visits with our choirs. We believe that worship is a vehicle in which we, a diverse community of all ages and many cultures, may be formed as disciples, learning to be God's people together, growing ever more into the likeness of Christ.

Alongside our pattern of worship and prayer, our discipleship focus continues this formational work, and we aspire to become a community of living stones, equipping all to speak of faith through all the spheres of life. We take seriously our position within the wider Diocese and world, offering some of our worship, prayer and discipleship work to others who may join in remotely.

### Key Priorities

Key priorities over the life of this Strategic Plan will be to establish and implement strategies to strengthen and develop our Cathedral Music work, celebrating the Golden Jubilee of the Girls' Choir (2024), working with the Music Foundation to generate funds through the Guild of St Katharine, sponsors and others, developing renewed

worship and a concert programme which make best use of the renewed Cathedral building, and to mark its re-opening as well as the Centenary of Diocese and Cathedral (2026–7).

These priorities are expressed as: formation through worship and prayer and formation through discipleship.



## 1.1 Formation through Worship and Prayer for

### 1.1.1 The financial resourcing of music development:

- i. Establish the Guild of St Katharine
- ii. Devise and implement a fundraising plan to include the Guild of St Katharine, sponsors, grants and trusts

### 1.1.2 Strengthening the choral tradition and other music at the Cathedral which enables choir and instrumental development:

- i. Refurbish organ and purchase of a concert grand piano (before re-opening)
- ii. Expand back row (3 semi-professional adult singers and 3 choral scholars); fill all top lines and an ongoing commitment to Young Songmen
- iii. Provide singing and instrumental lessons for all school-age singers
- iv. Employ a part-time Organ Scholar
- v. Continue the Arts & Music Administrator role

### 1.1.3 Music Outreach

- i. Expand *DioSing* Programme to 15 schools – choral director employed to deliver to new schools
- ii. Renew visiting choirs programme during choir holidays
- iii. Implement a new concert programme (lunchtime and evening)

### 1.1.4 Re-entry to the Cathedral

- i. Re-establish and renew the regular pattern of sung and said worship in the Cathedral building
- ii. Devise new ways of working that allow Cathedral worship to run smoothly and safely and to provide holy ground on which regular worshippers and visitors alike may encounter God

### 1.1.5 The *Together with Leicester Cathedral* Project:

- i. Continue parish visits 2x month in termtime
- ii. Invite parishes to Cathedral services on rolling programme throughout year
- iii. Offer placements for curates and associate ministers
- iv. Celebrate the Girls' Choir Golden Anniversary (2024) with the Diocese

### 1.1.6 Being an Inter-Cultural Worshipping Community (IWC)

- i. Establish IWC Reference Group to connect with community, engage in conversation across Cathedral functions and generate ideas
- ii. Make visible and audible the identity and make-up of Cathedral congregation in Sunday morning worship and some of the special services offered by Cathedral through music, prayers, readings, testimony
- iii. Develop links with other IWC to enable cross-resourcing of ideas and energy

## 1.2 Formation through Discipleship for

### 1.2.1 Adults:

- i. Continue the Discipleship Officer role
- ii. Establish a discipleship strategy and programme to form disciples who will form disciples
- iii. Grow and deploy new leaders grown for mission and ministry
- iv. Resource Christian initiation and accompany explorers with lay folk (also for children/young people)

### 1.2.2 Children, Families and Young People, including those in the Choir:

- i. Continue the Children's Worker role
- ii. Grow and deploy new leaders of children's work
- iii. Ensure some differentiation in the discipleship programme so children and families can take part in some activities
- iv. Seek to ensure children's voices are heard and faith contributions encouraged in worship and wider Cathedral life
- v. Demonstrate commitment to the Growing Faith work
- vi. Develop our discipleship 'offer' for teenagers including those both in and not in the Choir



# WELCOME

## *Canon Pastor and Canon Missioner*

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### Vision

**'May God's warm welcome shine from our hearts'** (Wild Goose Worship)

That visitors and pilgrims coming to Leicester Cathedral experience a welcoming space for all and feel comfortable and relaxed to be here.

Beyond the initial welcome experience our vision is that inclusion, and therefore welcome, is fostered in our structures, system, processes, behaviour, mindset

and culture, and we are conscious this may feel disruptive. For us, inclusion is when all people are valued and able to participate and contribute to their fullest.

That Anglicans from across the world, city and county, together with all those who live in the city and county, will feel the Cathedral is theirs and that they belong whether they visit or worship with us once a year or regularly.

### Key Priorities

Over the life of this Strategic Plan our key priority is to establish a substantive and wonderful visitor experience for all, including new audiences, in our renewed Cathedral building and new Chapter House and Visitor Centre.

This welcome is of course part of the Worship we offer, but through the new role of Head of Visitor Experience, with staff and volunteers, we will develop and establish new programmes and experiences. This will involve experimentation and reflection building a programme steadily to ensure the quality of peoples' experiences and our welcome.

This Cathedral is in the heart of the UK's first non-white majority city, but *'the way the world has historically been, and is still being designed, excludes rather than includes the diversity of people. Not deliberately...'* (Kepinski & Neilsen, Inclusion Nudges Guidebook, KDP, 2015). Given our context we are committed to the difficult work of continuing to change the culture of the Cathedral to ensure greater diversity, inclusion, equity and belonging.

This work will build on the welcome LGBTQI+ people have experienced here in recent years. Audiences we wish to prioritise as we programme activities are, local low-income households, families, young people aged 16–24 years, and people with disabilities.





## 2.1 Visitor Experience: *experiencing a wow factor through*

- i. An exciting new suite of tours, trails, guide/app and family activities offering a variety of entry points to the experiences and faith the Cathedral has to offer, including working with other faiths to develop a faith trail
- ii. An expanded and professional customer facing volunteer team, far more diverse across age, culture, gender and other characteristics
- iii. 1–3 stand out exhibitions or art installations each year; a series of regular events, concerts, performances and programmes offering a breadth of cultural experiences
- iv. Substantially more local people and new audiences visiting – low income, different cultural backgrounds, families, young people and those with different abilities
- v. Activities aimed at families: summer festivals, holiday drop in activities and those targeted at Under 5's

## 2.2 Inclusion: *people of all cultures, faiths, ages, and abilities feel they belong through*

- i. Our overall programmes of worship, events and activities represent cultural and community perspectives and needs
- ii. A breadth of voices involved in planning and delivery across the spectrum of Cathedral activity: attention to disability, neurodiversity, race, faiths, LGBTQI+ and any other characteristics
- iii. Cathedral and interpretation are fully accessible with audio described tours, 'What to expect' information, visual stories etc.
- iv. Use of an appreciative inquiry model (Culture Web Tool) to engage across the Cathedral communities to assess Cathedral culture as it is now and discuss together and plan actions to develop the culture as we want it to be
- v. Build a diverse and inclusive team that feeds in ideas and has an advisory role when it comes to recruitment, policy development etc.



- vi. Develop an Action Plan from the adopted (Diocesan) Equity, Diversity and Inclusion strategy
- vii. Establish procedures for recognising, reporting, and addressing behaviours that are experienced as sexist, racist, homophobic or transphobic
- viii. Robustly explore and address issues of contested history and the legacy of colonialism: through interpretation, liturgy, events or other media
- ix. Move towards all members of staff and volunteers undertaking Unconscious Bias and Anti-Racism Training every three years

## 2.3 Hospitality: *expanding the Cathedral's capacity to welcome through*

- i. Establishing the Cathedral building as an attractive and popular hospitality venue, both for internal use and external bookings
- ii. Being hospitable in relation to the major cultural, educational, civic, and anchor organisations in our local society
- iii. A culture of hospitality between Cathedral and neighbouring churches
- iv. A re-invigorated outward-looking Chaplaincy, with full coverage during opening hours and connected into local organisations also supporting the most vulnerable in our society
- v. Review of the best use of the David Wilson Centre, and how that sits within other local offerings and activities, leading to a fresh strategic approach to social action, including a possible Cathedral social enterprise offering
- vi. Expansion of current pastoral hospitality to address factors such as isolation, dementia and mental health, possibly through the establishment of a Welcome Café
- vii. Welcome for those seeking sanctuary



## 2.4 Diocese: *deepening the role of 'Mother Church' through*

- i. Excellent, creative and inclusive plans in place, in partnership with the Diocese and civic authorities, to celebrate the Diocesan Centenary
- ii. Working with the Bishops, a more complete and formulated outworking of what it means as Cathedral to be the seat of the Bishop, and how this translates into practice
- iii. Playing our part as Cathedral Church as the Diocese collectively reshapes itself under 'Shaped by God Together'
- iv. Developing the well-established *Together with* programme, partnering with Churches across the Diocese

## 2.5 Communities in City and County: *widening relationships through*

- i. An expanded *DioSing* programme, well-funded and contributing significantly to the well-being and development of musical education in the city and county
- ii. Co-collaboration with schools, community groups and arts organisation and other faith groups around exhibitions, 'take over days' and other activities
- iii. The offer and use of the Cathedral for pilgrimage and solace, for individuals and groups, especially from within the city and county, through specific opportunities



# WITNESS

## Canon Missioner and Canon Pastor

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### Vision

We are inspired by Albert Van Den Heuval's vision of the role of a Cathedral to be:

*A sign of pro-existence  
A symbol of diversity in unity  
A Pentecostal laboratory  
A theatre of basic drama  
A temple of creativity  
An academy of committed information  
A clinic for public exorcism  
And international exchange  
A broadcasting station for the voice of the poor  
A tower of reconciliation  
A motel for pilgrims  
A house of vicarious feasts, and  
The hut of the shepherd.*

*(from an address at Coventry Cathedral, 1966)*

This frames the breadth of programme we offer in terms of the arts, ideas, social justice and the environment we wish to create as we re-open the Cathedral

### Key Priorities

As Leicester Cathedral is revealed once more, our ministry as an Arts Venue and place for Learning and exploring Leicester's heritage and sharing its stories are a key focus. We will programme activities that celebrate and spark creativity. Leicester's history belongs to its people, and we are aware that faith is interwoven into the set of histories.

We aim to offer fascinating and accessible learning experiences framed by a Learning and Engagement Strategy.

building for visitors and worshippers, young and old, Christians and those of other faiths or no faith at all. Our vision is that tourists might become pilgrims through their encounters with the Divine, with Cathedral people, beauty and the interpretation of the building, works of art and performance, and our faith and context. In the quality of what is experienced, we want each person to feel seen and to see something new or see in different ways. Our task is to create the conditions for encounters with God in all we do: that people will experience the embrace of God.

The measure of our Witness will be through our public reputation – how the Cathedral is seen from the outside; how what we stand for is experienced and our place in the public life of the city and county.

The primary interpretive themes are:

- **Community** – the Cathedral at the heart of the Diocese and City
- **Faith** – the Cathedral as a centre for faith and worship
- **Heritage** – the Cathedral's heritage through architecture and art

The second priority is our public square work and our engagement in the pressing social, economic and political issues of the day.



### 3.1 Arts Venue: the Cathedral taking its place as a significant Arts venue in the city through

- A developed Arts Strategy offering innovation and curiosity to secure increasing take-up by local and national groups
- Partnerships on projects with major arts providers in the city and county, and drawing on expertise in the wider cathedrals network
- Encouraging talent, particularly underrepresented voices, through community arts projects and arts awards. Intentionally addressing issues of diversity of age, culture and other characteristics so that the breadth of local and national culture is reflected and becomes embedded in the Cathedral 'offer'.

### 3.2 Heritage and Learning: the Cathedral becomes a centre for learning

#### 3.2.1 with Schools:

- More schools participating in a reshaped and expanded schools' programme – DBE, state and independent schools – via online and in-person activities covering a variety of curriculum areas and keystages. To include CPD activities for primary school teachers.
- A deepening partnership with teachers. Working with the Diocesan Board of Education (and, by extension, the Standing Advisory Council for Religious Education) with the Cathedral as a delivery arm over a range of curriculum areas including spirituality. Establishing a Teachers' Advisory Group.
- Active research into the connections between the Cathedral's heritage and the history of the wider county which inform planning of activities and other engagements.
- Completion of an oral history project, encapsulating living memories around key events in the life and development of the Cathedral.



### 3.2.2 in Adult Learning:

- i. Continuing to tell the story of King Richard III's discovery and burial, and responding to ongoing research into his story
- ii. Offering a range of types of tours and trails for different audiences, with a focus on story telling
- iii. Intelligent programme development – events, tours, talks, lectures, exhibitions – which develops understanding of local cultural history, including lesser known elements, philanthropy and dissent
- iv. Encouraging diverse voices and participation in programme and project development to maximise collective creativity and use of skills
- v. Working with local universities and other bodies across a range of activities facilitating internships, DofE activities, apprenticeships and work experience opportunities
- vi. Building on the *Together with* activities in the city and county, taking heritage and learning (accessible information panels/objects) out to festivals and community venues.
- vii. Integrating the Cathedral's and its partners' offer into the city's wider history and tourism offer, and developing meaningful partnerships in the city and county (e.g. with Museum/Archive services)
- viii. Partnering with St Nicholas and St Mary de Castro, and the Museums Service, to hold, tell and offer to the public, the ecclesial history of this part of Leicester, and its positive relationship to the development of the City

### 3.3 Social Engagement: *the Cathedral serving the world and transforming unjust structures through*

- i. Achieving net zero carbon by 2030, through a worked out and costed plan and inspiring members of Cathedral communities to address urgent environmental issues
- ii. Offering the Cathedral as a safe place where difficult, contested and potentially polarising issues – past and present – may be safely explored, through worship, events, exhibitions, talks and other activities
- iii. Being responsive to and prioritising issues of social action and justice where the Cathedral can make effective contributions, and organising teams to get involved
- iv. Full participation in the Leicester Citizens alliance of civil society institutions (schools, faith groups, universities) – to develop leaders and empower people in our Cathedral communities to participate in bringing about the justice they want, in collaboration with other member institutions
- v. Convening gatherings around common issues at a local level to enable local response to national concerns
- vi. Continuation of support for Homelessness Charter and other partnership initiatives
- vii. Reclaiming and developing the Cathedral site as a physical gathering space both for lament, rejoicing, and other public occasions – whether inside or outside the building
- viii. Continuing to invest in Cathedral connections with civic authorities, both to support them in fulfilling their role within the wider vocational context, and also to develop the sense of shared leadership, vision and responsibility on our 'patch'

# WORKINGS

## *Cathedral Staff*

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### Vision

Our *worship, welcome and witness* objectives are fully supported through transparent and effective governance, and ways of working. With a culture of ongoing review and learning, we ensure that our operational systems and processes remain fit for purpose and deliver well for the organisation and its staff.

Working in a wider immediate context of the Diocesan offices/DBF, St Martin's House and Cathedral Gardens, we seek a shared vision with healthy partnership for this geography.

### Key Priorities

The completion of the *Leicester Cathedral Revealed* building work, having secured all required funding.

To enact the Business Plan from the first day of re-opening to visitors, ensuring the future sustainability of the Cathedral.

Implementing and embedding the Cathedrals Measure 2021, whereby the Cathedral becomes a registered charity and new robust governance structures, in which new people participate, are put in place.

We will also have a renewed staffing structure as the Cathedral re-opens: establishing healthy working relationships and cultures is key to our future success.





#### 4.1 A valued and well cared for heritage site *through*

- i. Project management of LCR ensuring the completion of works on the Cathedral and Chapter House
- ii. Effective site management: Cathedral, Chapter House, offices in good relationships with the DBF, St Martins House and the management of Cathedral Gardens
- iii. Implementation of eco-measures to reduce our carbon footprint towards net-zero carbon by 2030
- iv. Quinquennial plans prepared and enacted with adequate budget provision

#### 4.2 Increased income to ensure financial sustainability *through*

- i. Developing income from trusts and foundations, committed giving, and visitor donations
- ii. Targeted fundraising events and activities
- iii. Establishing new income streams
- iv. Improving on 'break even' for regular operations
- v. Building resilience in financial administration and prepare for the appointment of a permanent CFO

#### 4.3 Improved governance practice *through*

- i. Implementing and embedding of the 2021 Cathedrals Measure
- ii. The renewal of all committees, their membership and Terms of Reference
- iii. Strong data management enabling effective and timely decision-making
- iv. Evaluating of activities and outcomes to inform decision making

#### 4.4 Up to date, accessible information and communications *through*

- i. A user-friendly website and app
- ii. Maintaining clear and accessible marketing and communications, including social media
- iii. An IT infrastructure that is affordable and fit for purpose (data management, bookings, filing etc.)
- iv. Building communities and audiences through our worship, events and activities

#### 4.5 Supporting our staff and volunteers *through*

- i. Having in place good personnel policies and supportive mechanisms that promote transparency, accountability and wellbeing
- ii. Expanding volunteering opportunities (roles, young people, placements) and upskilling staff and volunteers
- iii. Effective workforce planning, recruitment and integration of new staff
- iv. A holistic working environment to support wellbeing and sense of belonging
- v. Professional review and development which supports achievement, job satisfaction and recognition
- vi. Succession planning through resilient systems

#### 4.6 Safeguarding *through*

- i. Robust application of Cathedral Safeguarding Policies, and recruitment and training requirements
- ii. The formalising of the Safeguarding Group as a Chapter sub-committee
- iii. A healthy culture for open, honest and respectful conversations and a space for people to be themselves
- iv. Health and safety compliance and zero accidents



# PLANS TO *Implement, Measure and Review*

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## Annual Plans

Members of the Cathedral Executive devise detailed annual plans with appropriate members of staff including some cross working. These are collated into an annual Strategic Action Plan and work alongside Key Performance Indicators.

## Chapter Accountability

The Dean's Report will include updates on and progress made or significant obstacles. Chapter receives an annual review and agreement of the following year's plan; in this, 6–10 actual measures are agreed to constitute a 'dashboard' snapshot of key aspects.

## Review

Following the appointment of a new Dean, there may be revision of this Strategic Plan.

**FRONT COVER** Detail from *The Redemption Windows* by Thomas Denny © Alex Wright

**BACK COVER** The Tomb of King Richard III and the Chapel of Christ the King © Leicester Cathedral

**PAGE 4** The Revd Canon Alison Adams, The Revd Canon Karen Rooms, and The Revd Canon Emma Davies at the Cathedral Carol Service held in St Mary de Castro, 2022 © Peter Collett

**PAGE 6** Detail from *The Redemption Windows* by Thomas Denny © Alex Wright

**PAGES 8, 10 & 12** Choral Evensong held for Leicester Cathedral Music Foundation, 2021 © Fothergill Photography

**PAGE 13** Detail of the Cathedral's Russian icon *The Hospitality of Abraham*, c. 16th century © Will Johnston

**PAGE 14** View of the Vaughan Porch from Cathedral Gardens © Andrew Radford

**PAGE 17** Members of the public at the launch of the *The Art of Reconciliation: Murals of the Bogside* exhibition, 2019 © Leicester Cathedral

**PAGE 19** The Easter Vigil Service, 2019 © Leicester Cathedral

**PAGE 21** *The Suspended* installation, 2018 © Will Johnston

**PAGE 22** Detail of a large cat from one of the Cathedral's stained glass windows © Alex Wright

**PAGE 24** Cross-section graphic of the Cathedral upon LCR completion © van Heyningen and Haward Architects

**PAGE 26** View of proposed Chapter House © van Heyningen and Haward Architects

**PAGE 28** The artwork *Light*, created in collaboration with the *Luxmuralis* project, 2021 © Will Johnston

**ABOVE** Young visitors taking part in the Blessing of the Crib service, 2017 © Beth Walsh







**Leicester Cathedral**  
A beating heart for City and County

All information is correct at the time of printing

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