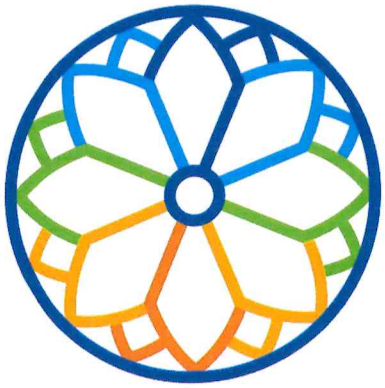


REPORT OF THE TRUSTEES AND

UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST DECEMBER 2025

FOR

THE PAROCHIAL CHURCH COUNCIL OF THE

ECCLESIASTICAL PARISH OF ST PAUL DORKING

Registered Charity number 1133798

Contents of the Financial Statements for the Year ended 31st December 2025

	Page
Report of the Trustees	
Objectives and Activities	1
Achievements and Performance	6
Financial Review	15
Plans for the Future	17
Structure, Governance and Management	20
Reference and Administrative Details	23
Independent Examiner's Report	24
Statement of Financial Activities	25
Balance Sheet	27
Cash Flow Statement	28
Notes to the Financial Statements	30

The Parochial Church Council of the Ecclesiastical Parish of St Paul Dorking
Report of the Trustees for the year ended 31st December 2025

The trustees present their report with the financial statements of the charity for the year ended 31st December 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The Parochial Church Council of the Ecclesiastical Parish of St Paul Dorking is also known as the PCC of St Paul's Church Dorking. The members of the PCC are the trustees of the charity.

OBJECTIVES AND ACTIVITIES

Aims of the charity

The PCC exists to provide oversight of all that goes on at St Paul's Church. It carries out a mixture of spiritual, legal, financial, pastoral and missionary functions. St Paul's Church has the stated aim of "Loving God, Loving Dorking, Loving God's World". It seeks to provide "pathways to faith", to encourage self-sacrificial discipleship, to transform the lives of those in the local community both practically and spiritually and to partner with those engaging in various aspects of Christian mission in Dorking and beyond. It also has a responsibility to maintain in good order the church building and church centre along with a property used to house a member of the church ministry staff.

How does achievement of aims further its legal purpose and public benefit

The PCC has the responsibility of cooperating with the Incumbent in promoting in the ecclesiastical parish and within the wider Mission Action Zone of Dorking, the whole mission of the Church (pastoral, evangelistic, social and ecumenical) for the public benefit. The PCC believes this to be consistent with the Charity Commission's guidance on public benefit and, in particular, the Commission's supplementary guidance entitled "The Advancement of Religion for the Public Benefit."

Strategies for achieving aims and objectives

The PCC seeks to fulfil its aims—spiritual, pastoral, legal, financial and missional—through a range of strategies that support the vision of "Loving God, Loving Dorking, Loving God's World." The following day-to-day strategies guide the work of St Paul's Church:

1. Worship and Ministry
    - Providing regular Sunday and occasional midweek services, as well as special seasonal events, that are open and accessible to the wider community
    - Offering preaching, teaching and prayer ministry that encourages people to encounter God and grow in faith.
    - Ensuring expressions of worship are welcoming, inclusive and reflective of the breadth of the church community.

2. Discipleship and Faith Formation
    - Creating "pathways to faith" through courses such as Alpha, small groups, mentoring and prayer gatherings.

- Encouraging members to grow in self-sacrificial discipleship, service and Christian maturity.
- Supporting people of all ages exploring the Christian faith and helping them integrate into the life of the church.

3. Youth and Children's Ministry
   - Working in partnership with St Paul's Church of England Primary School to provide collective worship, RE support and pastoral presence.
   - Running groups, activities and events that help children and young people grow in the knowledge and service of Jesus Christ.
   - Supporting families as they nurture faith at home.

4. Pastoral Care
   - Offering emotional, spiritual, practical and relational support to those within the congregation and wider community.
   - Coordinating pastoral visits, prayer support and practical help through staff and trained volunteers.

5. Community Outreach and Mission
   - Partnering with local charities, community groups and mission organisations to meet the diverse needs of Dorking and the surrounding area.
   - Hosting community events, like a midweek parents and carers drop-in, activities and gatherings that build connections and pathways into church family life as well as support wellbeing.
   - Running a Nursery that provides early years provision for local families.
   - Encouraging the congregation to participate in mission initiatives in Dorking and where they spend their day.
   - Supporting mission partners locally, nationally and internationally through prayer, financial giving and practical involvement.

6. Volunteer Development and Lay Leadership
   - Recruiting, equipping and supporting volunteers across all areas of ministry.
   - Providing training in safeguarding, pastoral care, children's and youth work and other ministry skills.
   - Encouraging lay leadership as an expression of shared ministry and discipleship.

7. Communications and Engagement
   - Maintaining clear, accessible communication through digital platforms, printed materials and personal contact.
   - Ensuring newcomers can easily understand how to connect with church life and find appropriate next steps.
   - Sharing stories of faith, service and community impact to encourage engagement.

8. Administrative and Governance Responsibilities
   - Maintaining an effective administrative team and PCC sub-committees to ensure good governance.

- Ensuring compliance with safeguarding, health and safety, GDPR and other statutory requirements.
- Overseeing the responsible stewardship of finances, including budgeting and financial reporting.
- Managing the church building, church centre and staff housing to ensure they remain safe, functional and welcoming.

9. Safeguarding Culture and Compliance
    - Embedding a culture of safety and vigilance across all ministries.
    - Ensuring all staff and volunteers are trained and supported to maintain safe environments.

How success is measured

The PCC monitors the effectiveness of its strategies through a combination of quantitative indicators, qualitative feedback, and ongoing reflection on how well the church's life aligns with its vision of "Loving God, Loving Dorking, Loving God's World." Success is measured in the following ways:

1. Worship and Ministry
    - Attendance at Sunday and occasional midweek services, including seasonal events.
    - Evidence of newcomers attending and integrating into church life.
    - Feedback from the congregation on the accessibility, inclusivity and spiritual depth of worship.

2. Discipleship and Faith Formation
    - Participation levels in Alpha, small groups, mentoring and prayer gatherings.
    - Stories and testimonies of spiritual growth, increased confidence in faith and deeper Christian maturity.
    - The number of people taking next steps in faith (e.g., baptism, confirmation, joining small groups, giving financially and joining serving teams).
    - Engagement across different age groups, showing that pathways to faith are accessible and effective.

3. Youth and Children's Ministry
    - Number of opportunities to lead collective worship and services with the primary school.
    - Anecdotal feedback from staff, parents and pupils.
    - Attendance and engagement in children's groups, youth groups and special events.
    - Evidence of young people growing in faith, confidence and belonging.
    - Feedback from parents and carers on the support provided for nurturing faith at home.

4. Pastoral Care
    - The number of individuals supported through visits, prayer, practical help and ongoing relational care.
    - Feedback from those receiving pastoral support, indicating whether care has been timely, compassionate and effective.

- The sustainability and wellbeing of the pastoral team and volunteers.

5. Community Outreach and Mission
   - Depth and breadth of partnerships with local charities, community groups and mission organisations.
   - Participation in community events hosted by the church, including the midweek parents and carers drop-in for young families and free English classes and 'Gather' meal led by the Community Social Transformation team
   - Number of Alpha courses and attendees coming along.
   - The impact and reach of the Nursery's early years provision for local families.
   - Evidence of congregation members engaging in mission where they live and work.
   - Support for mission partners through participation in world church events.

6. Volunteer Development and Lay Leadership
   - The number of volunteers serving across ministries and the sustainability of volunteer teams.
   - Completion of required training (e.g., safeguarding, pastoral care, the Diocese's 'Foundations in Ministry' course , youth and children's work).
   - Feedback from volunteers on the support and encouragement they receive.

7. Communications and Engagement
   - Engagement with digital communications (website, social media, email newsletters).
   - Clarity and accessibility of printed materials and signage.
   - The number of newcomers making contact and finding clear next steps into church life.
   - Evidence that stories of faith and community impact are strengthening engagement.

8. Administrative and Governance Responsibilities
   - Effective functioning of the administrative team and PCC sub-committees.
   - Compliance with safeguarding, health and safety, GDPR and other statutory requirements, demonstrated through audits, reviews and training completion.
   - Financial stability, including regular giving, successful and responsible stewardship of resources.
   - Timely maintenance and improvement of the church building, church centre and staff housing.

9. Safeguarding Culture and Compliance
   - Completion of safeguarding training by all staff and volunteers.
   - Timely reporting and appropriate management of safeguarding concerns.
   - Regular review and updating of safeguarding policies and procedures.
   - Evidence that safeguarding is embedded in the culture of all ministries, not merely in compliance processes.

Significant activities undertaken and how they contributed to aims and objectives
Many activities take place both on Sundays and throughout the week, in church premises, in homes and in the town. The lists below show some of the ways the aims and objectives of the church are put into practice.

Loving God: Pathways to faith and discipleship
Sunday services of worship and teaching, including groups for children and young people
Midweek small groups and prayer gatherings
Midweek Youth Group (Wednesday Night Youth – WNY)
Alpha Course for those seeking to find out more about Christian faith
Events aimed at specific groups (e.g. Young Families, men) to encourage connection and conversation about faith.
Toddler group (St Paul's 0 to 3s – SPOT) with the opportunity to build relationships with parents and carers in the community

Loving Dorking: to transform the lives of those in the local community both practically and spiritually
Prayer ministry and Pastoral listeners
Community Meal - a drop-in meal in the town centre followed by a short Christian reflection
Free English Classes
Care home ministry - Holy Communion, listening and prayer
Baptisms, thanksgivings, weddings and funerals ministry to the parish
Financial and practical support of local social transformation partners
Nursery School
Involvement in community events such as stewarding for the "Bacchus Run"
Hosting Rainbows, Brownies and other community groups

Loving God's World: partner with those engaging in all aspects of Christian mission in Dorking and beyond.
Financial support of UK-based and overseas mission partners
Support of other churches in the Deanery through ministers leading services and preaching
Collective Worship in St Paul's Primary School
Financial support through Dorking Deanery of the chaplain at The Priory School

Volunteers
With the exception of the Nursery School staff, Church Office staff, ordained stipendiary ministers (the Incumbent and the Associate Vicar) and a few specific remunerated roles, all ministry is undertaken by volunteers. Without such contributions the church would have to curtail a substantial proportion of its work. A monetary value for their contribution has not been included in the accounts.

ACHIEVEMENTS AND PERFORMANCE

Services

Services of worship are usually held at 9:00 am, 10:30 am and 6:00 pm on Sundays although on some occasions one joint morning service takes place at 10:00 am. The 6:00 pm service takes a break over the school summer holidays and in December when other Advent and Christmas special events take place on Sunday evenings.

The 9:00 am service has music led by the choir and organ or piano and follows the Common Worship liturgy for Morning Prayer or Holy Communion. Song words and liturgy are displayed on a screen, and books are also available, including large-print versions of song words for those who require them. The service is live streamed for those unable to attend or who wish to revisit sections of the service at a later time. During 2025 the average 'in-person' attendance was 65 adults, compared with 56 in 2024.

The 10:30 am service is more informal, with music led by a worship band and less formal liturgy. The Bible teaching at both services is the same, although the preacher often adapts the sermon slightly to reflect the different audience. Groups for children and young people aged 0 to 16 take place during this service.

On the first Sunday of most months there is a Cafe Church service at 10:30 am which attracts many families. After an extended time of refreshments, fellowship and craft activities, some sung worship is followed by the chance for those attending to stay in the main church for a child-friendly interactive talk, or to go into the church hall for a more adult focussed talk and discussion. During 2025 the average attendance at Cafe Church was 121 adults and 45 children, and at the 10:30 service on other Sundays, 94 adults and 34 children.

The 6pm service is contemporary in nature, with extended 'live' worship and testimonies of God at work in everyday life. Various members of the congregation have given homilies; this has proved an opportunity to develop gifts across 'the Body' within St. Paul's. People have also been interviewed about their faith journeys instead of the homily. At times during 2025 numbers of attendees were low, so following a period of prayer and discernment the service was refreshed. Since October, between 30 and 50 people have attended each week, usually including youth and young people. Communion is being introduced when there is a 5th Sunday in the month.

Various special services take place during the year, particularly around Easter and Christmas, many of which are attended by many people from the parish and surrounding area who are not regular members of the church. 331 people came to the Easter Day services (2024: 351), 465 attended the Christmas Carol Service (2024: 318) and 340, including 160 children, came to the Christingle service on Christmas Eve (2024: 335 and 115).

In 2025 there were 5 Baptisms and 1 Thanksgiving, 1 wedding and 4 funerals held in church. Ministers also officiated at 4 funerals not held in the church building.

Prayer

St Paul's has the philosophy that all our activities are underpinned by prayer. This year has seen a continuation in the growth of the prayer life of the church.
Each Thursday during Lent a Worship and Prayer Evening was held which was well supported, with a maximum attendance of about 50 people. Then from June onwards a monthly Prayer Meeting was held on the last Thursday of the month. In the Autumn, regular morning prayer meetings were held from 9 to 9:30am. These attracted a small but regular attendance.

In November at 'The 6' (our evening service) the talk focussed on healing and was followed by a time of prayer for healing which saw many people come forward for prayer.
Throughout the year, Prayer Ministry has been offered at the end of the two morning services as well as at 'The 6'. As the year progressed, an increasing number of people came forward for prayer, particularly at the 10:30 service.

There are many small groups of church members who meet for support and prayer. Regular prayer is encouraged in the Homegroups. At every appropriate opportunity, church members are encouraged to grow in their personal prayer lives, including promoting devotionals such as Lectio365 which is used by many in the congregation.

Small Groups

This year a new support team of four for Small Group Leaders has been formed. In addition, pastoral support is offered to Small Group leaders as and when required. Currently there are 17 small groups, with approximately 167 members. During the past year overall numbers have kept pretty steady. There have been some changes in leadership and some members leaving, but also a number of people have joined groups.

The vision for Small Groups is that they are the place where members grow spiritually and find belonging, meaning and purpose and their discipleship in Christ progresses. Small Group leaders are encouraged to take responsibility for their members' growth in discipleship. The team has listened to many of the leaders' comments about the format of Bible study which has been used for the past year or so. As a result a different format has been suggested, and the team are providing help and advice on alternative resources apart from following the sermon series. Some groups may still prefer to keep to the latter, whilst others may find alternative resources more helpful for their particular group.

The 'Lead Time' meetings for small group leaders have been revised to model something like small groups themselves, worshipping and praying together, sharing testimonies, troubleshooting issues faced by the groups and offering training for leaders. The aim is to equip leaders to understand better where their members are on their faith journeys, choose appropriate resources, decide on options when groups get too big or too small and spot potential new leaders.

All of this is a process, not a destination to be arrived at. However, regular feedback from leaders at Lead Time, as well as prayer, will assist in discerning the way forward.

Pastoral Care

As well as much informal pastoral care, often through the network of Small Groups, a team of 10 diocesan-trained Pastoral Listeners and Visitors work with the Staff Ministry Team to provide confidential pastoral support for the parish community. The church continues to welcome people to train for this ministry and the Diocese offers ongoing training and support. During the year around 30 people were supported by the team, some with short term concerns and some needing longer term support.

Children and Youth

Our paid Children's and Youth Minister moved on to a new post in February 2025 after being at St Paul's for 15 years. Despite two rounds of advertising during 2025 a suitable person has not yet been recruited to the role. However, members of the congregation have stepped up to take an overall leadership role in this area and to coordinate the existing team of 27 volunteers. Our Ministry Experience Student, who started in September, has been invaluable in this. The focus in 2025 has been on Sunday morning groups, where we have 95 children registered between the ages of 0 to 16. They meet in various age groups three times a month in term time during the 10:30 am service for worship, teaching, games and prayer. The average attendance is 41 children. It has not been possible this year to continue with the midweek after-school club or to run a Holiday Club. The church also hosts Wednesday Night Youth (WNY), an ecumenical youth group for 13-18s that runs on Wednesday evenings with 29 young people on the books and an average attendance of 16. Three volunteer coaches go into St Paul's school to support children under the Transforming Lives for Good (TLG) scheme.

In September 2025, Gary Papworth was appointed Head Teacher at St Paul's School. Since his appointment, members of the church staff team have met with him as part of ongoing engagement with the school. A member of the Collective Worship team leads Collective Worship at the school each Wednesday morning. During the last two terms, the team has produced and delivered its own materials for these sessions. Feedback received from staff and pupils has been positive, and this pattern of delivery will continue. We seek to continue developing and strengthening our relationships with the school, its pupils, and parents as part of our ongoing work.

Community Social Transformation

Significant activities include:

- Gather community meal: Weekly provision of a hot meal - for people experiencing food poverty, to build community amongst those who are isolated and lonely, and to share our Christian faith.
- Free English Classes: Weekly free English classes offering round table discussions at Basic and Intermediate levels and a simple lunch after the class - to provide practical language provision and community for people who experience isolation due to language barriers.

Impact:

- Beneficiaries: In 2025 we reached a total of 57 new people from our community through CST activities. We have actively supported eight people from Gather with additional pastoral and/ or material support outside of CST activities. Five guests completed the *Stir* course (introduction to Christianity), and five have attended Sunday services or church activities at St Paul's.
- Team members: A total of 32 members of the church family are involved in serving in the CST ministries. When asked about their own spiritual growth through serving on CST teams, volunteers highlighted: the difference that prayer makes; the unexpectedness of God; and having their hearts challenged to unconditionally love and welcome everyone. A number of non-Christians have also been involved in the wider CST teams and they have had an opportunity to witness Jesus's love in action.

Partnerships with other churches and organisations

St Paul's is part of Dorking Deanery within the Diocese of Guildford. The Area Dean is Peter Nevins and the Deanery Synod Lay Chair is Graham Everness

Four lay members of the St Paul's PCC currently serve on the Dorking Deanery Synod (along with the licensed clergy). When fresh elections to the Synod take place at Spring 2026 APCMs, the number of places available to lay members of St Paul's will increase to seven.

The Synod met three times during 2025:

- in February, with the welcoming of Anthony Rustell as the new interim Priest-in-Charge at St Martin's and a focus on ministry to children and young families, with specific input from Westcott regarding their Sunday morning services, Capel & Ockley regarding their after-school club at the Scott Broadwood School, and St Paul's Dorking regarding the church's Nursery and other midweek activities;
- in June, with a focus on the theme of 'pilgrimage', including the introduction of regular 'open' walks between the churches of the Leith Hill Benefice and an account of a longer walk along the Pilgrims' Way to Canterbury, together with some theological reflection around pilgrimage;
- in October, on the subject of discipleship, to tie in with the second round of the Diocese of Guildford's (biennial) Parish Needs Process which has a particular focus on 'discipling the core' (an objective which is expected to be reflected in individual parishes' updated Church Development Plans).

St Paul's is also part of the Dorking Group Ministry which was started in 2018 with the specific aim of encouraging cooperation in mission and ministry between the four Anglican parishes in Dorking and North Holmwood.

Many members of the Staff Ministry Team, lay and ordained, also participate in the ecumenical Dorking Ministers' Fellowship which meets for mutual support and encouragement on a regular basis.

Outward Giving

The PCC has a policy for Outward Giving from the Church's resources which has remained largely unchanged since 2011. 'Outward Giving' is defined as giving beyond St Paul's Church, and as such includes within its scope and framework considerations of support for

local initiatives beyond the immediate ministry of St Paul's Church such as the Priory School Chaplaincy, as well as activity in the rest of the UK and overseas. A budget for Outward Giving is set by the PCC each year, based on 10% of the voluntary income received during the previous year. The World Church and Community Social Transformation teams are responsible for making recommendations to the PCC on the use of this money.

Church Office

The church office provides administrative, secretarial and communications support, oversight of the church buildings and liaison with the various church user groups. A full time Operations Manager was successfully recruited in 2025, beginning work in July. Our Communications Coordinator and Operations Administrator both left during 2025. A volunteer was recruited to help in the office, carrying out some of the comms and administrative functions. Other volunteers deal with particular areas including finance, service rotas and safeguarding, and there is a team of receptionists who welcome people into the church building on weekday mornings and help out with other administrative tasks.

Church Membership

The Electoral Roll underwent a complete revision in 2025. The number on the roll at the Annual Parochial Church Meeting in April 2025 was 237, compared with 335 in April 2024. The roll revision was an opportunity to make the roll more reflective of those currently actively involved in the life of the church, and many of the names removed were of those who had moved away over the past six years since the last complete revision.
Average attendance at church services has already been reported in the section about services above.

PCC

The PCC met 8 times during 2025 and in addition held an "Away Morning" in May. While the vicar was on sabbatical from June to August, Tim Hodges chaired the PCC. Reports from the Standing Committee, Safeguarding team and Health and Safety Officer formed part of every agenda. In addition, meetings focussed on a variety of issues.

- January: Visiting the Nursery and hearing from the new head teacher; approval of HR policies; arrangements for Children's and Youth ministry when paid minister leaves;
- March: Trustees Annual Report and Accounts for 2024; what to do with the vacant CY minster house and the property bequeathed in a legacy; approval of Health and Safety policy and some HR policies;
- May: welcome of new PCC members; approval of Safeguarding policy; final handover of use and responsibility for the School House flat to the Good Shepherd Trust which now has governance of the school;
- July: Safeguarding dashboard review and safeguarding training; follow up from PCC Away Morning to identify next steps for "Gather", "Grow" and "Go";
- September: Report from the Community Social Transformation lead on the projects currently running, the challenges faced and the proposed next steps; how to encourage more giving from the congregation to meet day-to-day running costs of the church; discussion of Inclusion Provision action plan
- November: the 2026 Mission Action Plan and budget;

Two Extraordinary meetings were held in February and March to discuss the response of the PCC to the proposal from the Church of England that parishes could offer Prayers of Blessing for same-sex couples as part of a Sunday service. After some discussion, including time spent looking at what the Bible has to say on this issue, the PCC agreed by a majority vote not to offer such prayer at St Paul's.

Goods, Fabric and Estate

A new Facilities Manager started work in January 2025 and his role encompasses oversight of the practical, strategic planning and compliance issues around maintenance of the church estate.

Following the Quinquennial Inspection (QI) in May 2024, the issues that were identified have continued to be progressed according to their priority. Due to delays with contractors, the stone repair work is now due to be starting in February 2026.

Renewable energy as a source of heating continues to be looked at by the church, and a member of our fabric committee is attending the Net Zero Carbon Conference hosted by the local diocese. We continue to monitor technology progress in this matter, mindful that our existing gas boilers may need replacing by 2030.

The requirement for our Fabric Committee has changed following the appointment of our Facilities Manager who now advises the wardens, Standing Committee and PCC of ongoing matters and practical maintenance issues which arise and need attending to. This is covered off as an agenda item at PCC and Standing Committee meetings.

The PCC has fulfilled its general maintenance obligations regarding the Vicarage and report no outstanding issues. Recent issues addressed are gutter cleaning and attention to a localised dampness issue in conjunction with the diocese.

6 Falkland Road was vacated early in 2025 following the departure of the Children's and Youth Minister. A QI report was prepared on the property to advise on any outstanding maintenance matters needing to be addressed and to comply with the terms of the Value-Linked Loan. Following this, it was decided to retain the property and competitive quotes were obtained and the chosen contractor commenced works in November. The work is due to be completed in Summer 2026 when the property will be made available for church staff use.

The Vicar and Wardens have been informed that they have been left a bungalow, 13 Ridgeway Drive, Dorking, as part of a legacy, although the administration of the estate is not yet complete. The intention is to transfer entitlement of the legacy to the PCC through the Charity Commission and sell the property because it is not considered suitable for church staff.

Safeguarding of Children and Adults at risk

Safeguarding Team: Parish Safeguarding Officer (Children/Youth): Jamie Trezise (until June 2026) Ian Poole (from June 2026), Parish Safeguarding Officer (Vulnerable Adults): Penelope Arnold (until February 2026) Caroline Nash (from February 2026), Vicar: Alex Cacouris, CYM lead: Sarah Beasley

In addition to this core team, Steve Goddard advises on training and policy as he has a great deal of experience with safeguarding compliance in his work with Tearfund. Since ceasing to be churchwarden, Sarah Beasley has continued to advise on policy and practice.
This group has met 4 times this year. During the past year, the following issues have been addressed:

- We have had a higher uptake on training, with 12 people with outstanding training at time of writing. Considering the fact that church outreach and activities are ever-evolving, we are satisfied with this number as the vast majority of these are new team members, rather than those with training outstanding for a long period of time.
- We have made good progress in all areas recorded on the safeguarding dashboard, maintaining level 3 (the highest level of the dashboard), showing our continued commitment to safeguarding as a church. The action plan produced by the dashboard is shared with the PCC annually.
- We have resolved, in consultation with the Diocese, some questions regarding the church's safeguarding practices which had been raised by a member of the PCC.
- We had a successful safeguarding Sunday in October, with the whole church being reminded of key safeguarding information.

2025 Concerns Raised: In the calendar year of 2025, we received 18 safeguarding concerns or incidents. One related to a child, the rest relating to vulnerable adults. These are all either closed or in hand and being managed.

Between 1st January and 14th July 2026, there have been 7 additional safeguarding concerns raised, with the Diocese safeguarding team being consulted to see where further action needs to be taken. 4 concerns required no further action. 2 have been noted with the diocese and action taken.

A final concern has required discussion with the diocese as well as implementing action proposed by them, and ongoing support. This is an ongoing incident for which St Paul's has currently completed all its actions although further monitoring and ongoing support is being provided.

Annual Policies for adoption by PCC: The PCC Safeguarding Statement, Parish Safeguarding Responsibilities, Policy Statement for the Safeguarding of Children and Vulnerable Adults, Safer Recruitment Policy and PCC-Endorsed Church Activities are approved by the PCC every year.

All of the above relates only to St Paul's Church; safeguarding for the Nursery School is dealt with separately.

GDPR

Following a data breach with the Guildford Diocese's recommended DBS supplier, all DBS checks were put on hold, until the diocese had negotiated a contract with an alternative DBS supplier. For the 13 volunteers and 3 clergy who were affected by the data breach, the Church of England provided free credit and web monitoring services, provided by Experian. These accounts help detect possible misuse of personal data, and provide people with identity monitoring support, focussed on the identification and resolution of identity theft. 5 data thefts have been identified so far, and all have been contained

During the last year, the following actions have been taken:

- The purpose and benefits of GDPR are regularly promoted across the congregation, and St Paul's Church continues to operate robust processes to ensure the organisation is GDPR compliant.
- St Paul's continues to livestream the 9:00 Sunday services, and this is regularly communicated to the congregation, as well as the display of posters for visitors.
- Livestream consent forms are in place, for those people who regularly appear on the platform, with consent tags added to church members on the St Paul's database (Churchsuite). Checks are made on new individuals, who may appear on the platform, so that consents are kept up to date.

Nursery

The past year has been a positive and encouraging one for the Church Nursery School. Following the challenges of the previous year, the nursery is now flourishing and experiencing growth in both pupil numbers and staffing. Since the introduction of extended opening hours, from 9.00am to 3.00pm, the nursery has been better able to meet the needs of families within the local community. These changes have contributed to increased enrolment and greater financial stability. In response to this growth, the staff team has also expanded, enabling the nursery to continue to provide high-quality early years provision in a safe, nurturing and supportive environment. The nursery is now operating from a position of increased stability and confidence.

Children are settling well, the staff team is working effectively together, and the overall atmosphere within the setting remains calm, welcoming and purposeful. We give thanks for God's faithfulness during this period and for the ways in which prayerful support for the nursery has been answered.

Our nursery received a very positive Ofsted report this year. The inspection in November found a strong standard in achievement, behaviour and routines, curriculum and teaching, inclusion, and leadership and governance, with an expected standard in children's welfare and wellbeing. The report recognised that children make rapid progress, behave well, and are well prepared for their move on to school. We are grateful to the staff team for their professionalism, preparation and commitment throughout this process.

The nursery continues to benefit from the dedication of its staff and the careful oversight of the management committee, who ensure that the nursery operates in accordance with best practice. Safeguarding remains a priority, with policies, procedures and training kept fully up to date.

The relationship between St Paul's Church and the nursery remains an important and valued one. We are thankful for the ongoing support of the church, for those who volunteer their time, and for the continued prayerful encouragement of the congregation. We commend the work of the nursery to God and look forward with confidence to the year ahead.

FINANCIAL REVIEW

Introduction

Result for the year:
In 2025, the General Fund recorded a planned deficit of £28k (2024: £12k), before transfers of £12.5k to other funds. This outcome reflected both the operational needs of the church and the strength of our reserves position, and it was favourable relative to the deficit originally budgeted at the start of the year.

The narrower than budgeted deficit was a function of both higher total income and lower expenditure. Higher than expected one-off and sundry donations, and regular donations in line with budget compensated for lower than expected income from room hire, fees and interest. Some delays in recruiting new staff positions and filling vacancies led to lower staff costs which had a material impact on our cost base over the year. We sought to maintain good discipline in other areas of expenditure whilst appealing to the congregation to consider a change in their regular or one-off donations to St Paul's.

In 2026 we intend to recruit another member of ministry staff whilst also extending the contract of our Associate Vicar, both of which will be part funded by proceeds from a legacy and from general fund reserves, though we will appeal to the congregation to step up donations towards higher staff costs. Together with continued cost discipline across other areas of spend, we do forecast a deficit in 2026, though still within our stated reserves policy.

During the year, progress was made in considering the stewardship of a single, significant legacy generously left for the work of the church, although this was not received in 2025. Emerging proposals include the part-funding of some staffing positions, whilst seeking to focus on strategic, mission-aligned projects, balancing near-term impact with longer-term benefit.

Overview

Across all funds, a deficit was made for the year of £58k (2024: £42k). Within this result is a Nursery surplus of £33k (2024: £13k)

Total income for the year was £573k (2024: £518k). Unrestricted income, which in particular excludes the Nursery, was £408k (2024: £410k).

Total expenditure for the year was £631k (2024: £560k). Unrestricted expenditure, which excludes building depreciation as well as expenditure by the Nursery, was £452k (2024: £430k).

The balance of our unrestricted funds now stands at £198k (2024: £242k). Within that, the balance of the General Fund, which is used for regular ongoing income and expenditure, stands at £122k (2024: £162k).

Reserves policy

The PCC, as a body which should fundamentally operate through faith in God's provision, does not consider it appropriate stewardship to hold excessive reserves without any specific plans as to what they would be used for. However, it does consider it prudent to retain a reserve to meet sudden extra costs (such as an unanticipated repair bill) and/or to smooth out short-term differences between income and expenditure.

Therefore, in addition to holding designated funds for specific purposes such as the major quinquennial maintenance review, the PCC's objective is to retain a General Fund reserve of a minimum of £75,000, which equated to approximately 3 months of routine expenditure when the policy was last reviewed. If the General Fund reserve exceeds £150,000, the PCC will consider how it will use the excess. If the General Fund reserve is below £75,000, the PCC will consider how to manage this shortfall. These thresholds will be reviewed every 3 years with the next review to take place in November 2026 when setting the budget for 2027.

Risk Policy

In setting an annual budget, the PCC has considered financial risks in relation to its ongoing income and its expenditure commitments. The risk to income is managed through a periodic focus on financial giving to the church as part of its members' stewardship, in conjunction with ongoing publicity about operational costs, budgets and the funding of opportunities for new initiatives. Risks in relation to expenditure are managed through budgetary control and accountability, with the regular review of costs and the operation of procurement procedures to secure best value. The PCC Policy on Remuneration & Payments ensures that we use volunteers wherever practicable, thus limiting the number and associated cost of employed staff. Performance against both income and expenditure budgets is reviewed monthly with further investigation or action taken where necessary.

PLANS FOR THE FUTURE

St Paul's is seeking to facilitate a culture shift towards the growth of followers of Jesus who are hungry for God, living in Jesus, dependent on the Spirit, evangelistically bold, and committed to life together. Across all ministries, the plan emphasises intentional discipleship, deeper community, and clearer pathways to faith. The church development plan focuses in on Four core areas: Small Groups, Young Families & Schools, Gathered Services and Community Mission

1. Small Groups

Small groups are central to St Paul's vision for discipleship. The aim is that every group becomes a place where members grow intentionally in faith and leaders mature into the committed and core stages of discipleship. The plan highlights the need for small group leaders and members to take responsibility for their own spiritual development and support the development of others in their small group.

A strengthened Lead Time (small group leaders training) will equip leaders through shared worship, prayer, testimonies, prayer ministry, and "gap analysis" to understand where group members are on the discipleship pathway. Leaders will be supported to create environments where people can choose to grow, with a renewed emphasis on accountability, pastoral care, and spiritual formation.

Groups will be resourced with a range of discipleship materials, including sermon-series notes, bible study booklets, and courses such as The Bible Course and The Prayer Course. Visiting speakers will offer themed evenings on topics like spiritual disciplines, modelling prayer and learning to exercise the gifts of the Spirit for the building up of the community. New rhythms will be encouraged within groups—shared meals, serving together, attending events as a group, and deeper day-to-day accountability. The overall aim is that small groups become vibrant communities of discipleship, mission, and mutual support.

2. Young Families & Schools Work

This is a major area of development, reflecting St Paul's commitment to discipling children, supporting families, and strengthening relationships with local schools and community hubs.

Young Families

The SPOT ministry will be re-launched as Refresh, offering a safe, relational space where people can explore faith, ask questions, and receive prayer. The plan includes building a team, visiting Twickenham to observe Refresh in action, and providing training in prayer, listening, and sharing faith.

The church will explore Bubble Church as a creative, accessible way to disciple families, alongside developing resources to support faith formation at home. A Parenting Course will be delivered in partnership with New Life Church, strengthening relationships with local churches and supporting parents in their Christian journey.

Primary School's Work

St Paul's School remains a key mission field. The plan includes developing termly Collective Worship plans, introducing new worship songs, and gathering feedback to improve practice. Stronger relationships will be built with school leadership through participation in the Faith Team, SIAMS working group, and pastoral support for the Headteacher.

A potential Lunch Club or after-school activity will be explored, with prayer and team-building to discern the right approach. Collective Worship will also be extended to Reception, informed by learning from the church nursery.

Nursery & Community Touchpoints

The church nursery will receive age-appropriate Collective Worship, with a new team and resources created for this purpose. Presence at Beatitudes will continue, with a focus on relationship-building, discerning needs, and exploring a Stir Course. Café Church will undergo a vision refresh, clarifying its purpose and pathways to faith.

3. Gathered Services

Gathered worship is seen as a key context for forming disciples. A congregational questionnaire will help shape future services and identify discipleship needs.The plan includes appointing a worship / 11–14s worker to strengthen worship and youth engagement. There will be regular training for the prayer ministry team, and testimonies will become a more consistent feature across all services. The 6.00pm service will develop a youth-led expression, integrating young people more fully into worship and leadership.
A new vision for Kids Church will be established, with a focus on building a strong volunteer base and creating an environment where children grow in faith and spiritual gifts. The church will also review all prayer touchpoints—central gatherings, small groups, and staff team—to deepen its dependency on God.

4. Community Mission (CST, Evangelism & Partnerships)

Community Mission focuses on integrating social action, evangelism, and partnership with local organisations.

CST (Community Social Transformation)

The plan seeks to ensure that beneficiaries of Free English Classes and Gather have clear opportunities to explore faith. This includes mapping discipleship pathways, developing training materials for volunteers on sharing faith in social-action contexts, and creating intentional opportunities for conversations and invitations to Alpha.
The church will explore externally facing Pastoral Listeners to support CST guests, CAP clients, and Besom referrals. There is also a desire to widen support for vulnerable children and families, potentially through 'Transforming Lives for Good', 'Make Lunch', or foster-family support initiatives.
A cross-church initiative to support people affected by addiction will be explored with Harvest and New Life churches. Relationships with community organisations (CAP, MVDC, schools, BID (Business Improvement District)) will continue to be strengthened, and an external communications strategy will be developed to increase engagement with CST activities.

Evangelism & Mission

An evangelism team will be established, who will develop a calendar of training opportunities to equip the church in sharing faith and evangelistic events both to invite people into and events to encourage the church to 'go out'. Prayer, prayer walking and testimony sharing in services and other platforms are also to be developed.

Seasonal outreach will be coordinated (e.g., Dorking Christmas Festival, Christmas & Easter door knocking), and Alpha will run three times a year, with dedicated teams for each term. Young people will be mobilised to participate in mission alongside adults.

Other strategies undergirding the four 'pillars'

Communications Supporting Ministry & Mission

Internally, we will develop clearer pathways to welcome people into the church and help find their place here. Key actions include strengthening our social media presence with purposeful, regular content—testimonies, volunteer stories, event invitations, and snapshots of ministry life. Instagram will focus on visual storytelling, Facebook on community engagement. Printed materials, noticeboards, and targeted outreach to schools and partners will complement this digital work, helping people feel connected, informed, and invited into the mission of St Paul's.

Prayer

Prayer is at the centre of St Paul's desire to grow a community dependent on God. The strategy focuses on strengthening every existing prayer touchpoint—central gatherings, small groups, staff team devotions—and discerning new opportunities for the church to pray together. Regular training will equip the prayer ministry team to serve confidently and sensitively across all services. Testimonies and stories of answered prayer will be shared to build faith and expectation. Alongside this, a town-wide rhythm of prayer walking will help the church intercede for Dorking, seeking God's presence, guidance, and transformation in every part of the community.

The Parochial Church Council of the Ecclesiastical Parish of St Paul Dorking
Report of the Trustees for the year ended 31st December 2025

STRUCTURE, GOVERNANCE and MANAGEMENT

Governing document
The PCC is a corporate body established by the Church of England. The PCC operates under the Parochial Church Council Powers Measure and was officially registered with the Charity Commission as "The Parochial Church Council of the Ecclesiastical Parish of St Paul Dorking" in January 2010.

Recruitment and appointment of new trustees
Current PCC members and other members of the church are asked prayerfully to consider suitable candidates to join the PCC, preferably some time in advance of the APCM. Elected members of the PCC are appointed for a 3-year term, with one third completing their term of office each year. A term of office may be less than three years if a vacancy occurs due to a resignation of a lay member during their term of office.

Organisational structure

Staff Ministry Team	
Incumbent Vicar	Rev Alex Cacouris BA, BSc
Associate Vicar	Rev Rachel Hamilton BA
Curate	Rev Jon Ruddock BSc MSc DMHN DMS (From July 2025)
Permission to Officiate	Rev Jenny Firth BMus, PGCE, DipHE, Dip Min
Permission to Officiate	Rev Jeff Yelland CEng, DipHE, STETS
Children's and Youth Minister	Steve Henwood BA(Ed) (to February 2025)
Licensed Lay Minister	Graham Everness BA, FIA, DipHE (TMM)
Licensed Lay Minister	Heather Goddard BA, DipHE (TMM), DipM
Licensed Lay Minister	Lesley Bell BA, RGN, Dip N, Dip NEd (From Feb 2026)

Officers of the PCC	
Chair	Rev Alex Cacouris
Vice-chair	Tim Hodges (to May 26); Catherine Matthews (from May 26)
Secretary	Alison Everness
Treasurers	Johnathan Appleton and Fiona Napper
Electoral Roll Officer	Joanna Cassidy

Standing Committee
The PCC Standing Committee (Vicar, Associate Vicar, Churchwardens, Secretary and Treasurers) meets regularly between PCC meetings and its principal functions are to ensure effective and wise direction, stewardship and decision-making across the governance, ministry and mission of the church. This committee reports to the PCC at every meeting.

Trustees
All members of the PCC are trustees. PCC members are ex-officio, elected or decided by the Annual Parochial Church Meeting (APCM), or elected or co-opted by the PCC in accordance with the Church Representation Rules. Elected members usually serve for a term of three years.

The Parochial Church Council of the Ecclesiastical Parish of St Paul Dorking

Report of the Trustees for the year ended 31st December 2025

The members who served at any time from January 2025 until the date this report was approved are:

Ex Officio:	
Clergy:	Rev Alex Cacouris (Vicar)
	Rev Rachel Hamilton (Associate Vicar)
	Rev Jon Ruddock (Curate - from July 2025)
LLM:	Heather Goddard
Church Wardens:	Maree Bryant (until April 2025)
	Mark Brookman (from April 2025)
	Tim Hodges
Diocesan Synod Rep:	Graham Everness
Deanery Synod Reps:	Maggie Hill (reelected for a further term)
	Caroline Rose (until 30th June 2026)
	Sue Swain Fossey (until 30th June 2026)
	John Blake (from 1st July 2026)
	Malcolm Boother (from 1st July 2026)
	Jane Cacouris (from 1st July 2026)
	Peter Bamber (from 1st July 2026)
	Alison Everness (from 1st July 2026)
	Ruth Dunning (from 1st July 2026)

Deanery Synod representatives are elected by the APCM with a term of office of 3 years starting on 1st July. From July 2026, the number of Deanery Synod representatives for St Paul's was increased by the Diocese of Guildford from 4 to 7.

Elected PCC members:

From 1st Jan 2025 to APCM April 2025

Katie Mackay	Johnathan Appleton	Mark Brookman
Andrew Rutty	Alex Birch	Carol Chapman
Jamie Trezise	Ruth Dunning	Steve Goddard
Nick White	Fiona Napper	Phil Mockler
	Andy Thompson	Mike Scott (resigned 10/01/25)

From APCM April 2025 to APCM April 2026

Johnathan Appleton	Sarah Beasley	James Cox
Ruth Dunning	Carol Chapman	Alison Everness
Fiona Napper	Steve Goddard	Catherine Matthews
Andrew Rutty	Phil Mockler	Esther Samuel
Andy Thompson	Jamie Trezise	

From APCM April 2026

Sarah Beasley	James Cox	Johnathan Appleton
Carol Chapman	Alison Everness	Fiona Napper
Steve Goddard	Catherine Matthews	Ben Powell
Phil Mockler	Esther Samuel	Julia-Marie White
		Jackie Goel

Co-opted PCC members:
Alison Everness (from Oct 2024 until April 2025)

Decision making
The day-to-day management of the parish is the responsibility of the Incumbent, although various functions are delegated to other individuals, including other members of the Staff Ministry Team, the Operations Manager and the Wardens.

Induction and training of new trustees
The PCC supports any new member or officer who wants to attend training run by the Diocese, CPAS and other organisations.

Key management remuneration
Where the PCC decides that a role should be remunerated, it determines an appropriate level of pay taking account of the time commitment and qualifications required, and the rates of pay for any roles that appear to be similar. Annual remuneration reviews take into account prevailing rates of inflation, the National Living Wage and the levels of pay increase granted by the Diocese.

The Parochial Church Council of the Ecclesiastical Parish of St Paul Dorking

Report of the Trustees for the year ended 31st December 2025

REFERENCE AND ADMINISTRATIVE DETAILS

Principal address
St Paul's Road West
Dorking
Surrey
RH4 2HT

Registered Charity number
1133798

Trustees

Johnathan Appleton
Peter Bamber (Appointed 01/07/2026)
Sarah Beasley (Appointed 06/04/2025)
John Blake (Appointed 01/07/2026)
Alexander Birch (Resigned 06/04/2025)
Malcolm Boother (Appointed 01/07/2026)
Mark Brookman
Maree Bryant (Resigned 06/04/2025)
Rev Alexander Cacouris
Jane Cacouris (Appointed 01/07/2026)
Carol Chapman
James Cox (Appointed 06/04/2025)
Margaret Ruth Dunning
Alison Everness
Graham Everness
Jacqueline Goel (Appointed 26/04/2026)
Heather Goddard
Stephen Goddard
Rev Rachel Hamilton
Margaret Hill
Timothy Hodges
Catherine Mackay (Resigned 06/04/2025)
Catherine Matthews (Appointed 06/04/2025)
Philip Mockler
Fiona Napper
Benjamin Powell (Appointed 26/04/2026)
Caroline Rose (Resigned 30/06/2026)
Rev Jonathan Ruddock (Appointed 30/06/2025)
Andrew Rutty (Resigned 26/04/2026)
Esther Samuel (Appointed 06/04/2025)
Michael Scott (Resigned 10/01/2025)
Susan Swain Fossey (Resigned 30/06/2026)
Andrew Thompson (Resigned 26/04/2026)
James Trezise (Resigned 26/04/2026)
Julia-Marie White (Appointed 26/04/2026)
Nicholas White (Resigned 06/04/2025)

Independent Examiner
Philip Longstaff FCA
Ellis Atkins LLP
Chartered Accountants
Constable Court
62 Dene Street
Dorking
Surrey
RH4 2DP

Bankers
HSBC Bank plc

CAF Bank
Kings Hill,
West Malling
ME19 4AT

Approved by order of the board of trustees on 20th July 2026
and signed on its behalf by:

.....

Rev Alexander Cacouris

ellisatkins
CHARTERED ACCOUNTANTS

Independent Examiner's report to the trustees of
The Parochial Church Council of the Ecclesiastical Parish of St Paul Dorking

I report to the charity trustees on my examination of the accounts of The Parochial Church Council of the Ecclesiastical Parish of St Paul Dorking (the PCC) for the year ended 31st December 2025.

Responsibilities and basis of report
As the charity trustees of the PCC you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the PCC's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under Section 145(5)(b) of the Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the PCC as required by Section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Philip Longstaff FCA -partner
The Institute of Chartered Accountants in England and Wales

Date: 3rd August 2026

T. 01306 886681 E. info@ellisatkins.co.uk W. www.ellisatkins.co.uk
Constable Court, 62 Dene Street, Dorking, Surrey RH4 2DP
Directors of member companies: Philip Longstaff FCA | James Bray FCCA
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ICAEW CHARTERED ACCOUNTANTS

Statement of Financial Activities for the Year Ended 31st December 2025

	Notes	Unrestricted funds £	Restricted funds £	**31/12/2025 Total funds £**	31/12/2024 Total funds £
Incoming Resources					
Donations & Legacies	2	**389,566**	**4,702**	**394,267**	393,225
Trading Activities	3	**4,720**	**0**	**4,720**	4,938
Investments	4	**4,573**	**1,427**	**6,000**	15,474
Charitable Activities - Church		**8,902**	**1,140**	**10,042**	15,896
Charitable Activities - Nursery School		**0**	**157,490**	**157,490**	88,252
Total incoming resources		**407,760**	**164,758**	**572,518**	517,784
Resources Used					
Charitable Activities - Church	5	**452,128**	**53,579**	**505,707**	484,105
Charitable Activities - Nursery School	5	**0**	**125,152**	**125,152**	76,076
Total resources used		**452,128**	**178,731**	**630,859**	560,180
Net Incoming / Outgoing Resources		**(44,368)**	**(13,973)**	**(58,341)**	(42,396)
Total Funds Brought Forward		**241,915**	**1,939,780**	**2,181,695**	2,224,091
Total Funds Carried Forward		**197,547**	**1,925,806**	**2,123,353**	2,181,695

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Represented By		Unrestricted funds £	Restricted funds £	**31/12/2025 Total funds £**	31/12/2024 Total funds £
General (Unrestricted)		**122,142**	**0**	**122,142**	162,251
Quinquennial (Designated)		**53,754**	**0**	**53,754**	47,194
World Church (Mission trip bursaries) (Designated)		**9,091**	**0**	**9,091**	9,091
Equipment Renewal (Designated)		**6,199**	**0**	**6,199**	12,226
Outward Giving (Designated)		**3,800**	**0**	**3,800**	9,879
Ministry Experience Student (Designated)		**1,230**	**0**	**1,230**	0
CYM in out (Unrestricted)		**763**	**0**	**763**	705
Legacy Projects (Designated)		**569**	**0**	**569**	569
New Wine or similar Bursary Fund (Restricted)		**0**	**1,104**	**1,104**	2,800
Deanery (Restricted)		**0**	**786**	**786**	788
SPOT (Restricted)		**0**	**762**	**762**	1,726
Community Action (Restricted)		**0**	**626**	**626**	1,628
Eco Fund (Restricted)		**0**	**284**	**284**	72
Nursery (Restricted)		**0**	**93,849**	**93,849**	60,084
Building Fund (Restricted)		**0**	**1,828,395**	**1,828,395**	1,872,682

Balance Sheet
31st December 2025

	Notes	Unrestricted funds £	Restricted funds £	**31/12/2025 Total funds £**	31/12/2024 Total funds £
Fixed Assets					
Tangible assets	11	**154,231**	**1,828,395**	**1,982,626**	2,025,080
Current Assets					
Cash at bank		**205,083**	**135,386**	**340,470**	324,171
Debtors	12	**13,332**	**566**	**13,898**	8,427
		218,415	**135,952**	**354,367**	332,598
Creditors					
Amounts falling due within one year	13	**(26,599)**	**(38,541)**	**(65,140)**	(27,482)
Net Current Assets		**191,816**	**97,411**	**289,228**	305,116
Creditors					
Amounts falling due after more than one year	14	**(148,500)**	**0**	**(148,500)**	(148,500)
Net Assets		**197,547**	**1,925,806**	**2,123,353**	2,181,695
TOTAL FUNDS	15	**197,547**	**1,925,806**	**2,123,353**	2,181,695

The financial statements were approved by the Board of Trustees and authorised for issue on 20/07/2026 and were signed on its behalf by:

A Cacouris - Trustee

F Napper - Trustee

Cash Flow Statement
For the Year Ended 31st December 2025

	31/12/2025 £	31/12/2024 £
Reconciliation of net expenditure to net cash flow from operating activities		
Net Surplus (deficit)	**(58,341)**	(42,396)
Adjustments For:		
Fixed Asset Depreciation	**49,011**	46,575
(Increase)/decrease in debtors	**(5,471)**	(1,167)
(Decrease)/increase in creditors	**37,657**	(11,558)
Less Interest Received	**(6,000)**	(8,461)
NET Cash Flow from Operating Activities	**16,856**	(17,007)
Cash Flow from Investing Activities		
Interest Received	**6,000**	8,461
Less Purchase of Assets	**(6,558)**	(1,625)
NET Cash Flow from Investing Activities	**(558)**	6,836
Cash Flow from Financing Activities		
Less Loan Repayments	**0**	(10,000)
NET Cash Flow from Financing Activities	**0**	(10,000)
Change in cash and cash equivalents in the reporting period	**16,298**	(20,173)
Cash and cash equivalents at start of period	**324,171**	344,344
Cash and cash equivalents at end of period	**340,470**	324,171

The Parochial Church Council of the Ecclesiastical Parish of St Paul Dorking
Report of the Trustees for the year ended 31st December 2025

Represented By:	**31/12/2025** **£**	31/12/2024 £
General (Unrestricted)	**135,409**	173,939
Quinquennial (Designated)	**53,754**	47,194
World Church (Mission trip bursaries) (Designated)	**9,091**	9,091
Equipment Renewal (Designated)	**468**	8,329
Outward Giving (Designated)	**3,800**	9,879
Ministry Experience Student (Designated)	**1,230**	0
CYM in out (Unrestricted)	**763**	705
Legacy Projects (Designated)	**569**	569
New Wine or similar Bursary Fund (Restricted)	**1,104**	2,800
Deanery (Restricted)	**786**	788
SPOT (Restricted)	**833**	1,726
Community Action (Restricted)	**703**	1,628
Eco Fund (Restricted)	**284**	72
Nursery General (Restricted)	**131,677**	67,452
TOTAL Represented By	**340,470**	324,171

Notes to the Financial Statements for the Year Ended 31st December 2025

1 ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Government grants are recognised when the PCC is notified of entitlement, and all conditions have been satisfied.

Legacies are recognised when probate has been granted, the PCC has established its entitlement, and when the legacy is probable and can be measured sufficiently accurately.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.
The diocesan parish share is accounted for when paid. Grants and donations are accounted for when paid over, or when awarded if that award creates a binding obligation on the PCC.

Tangible fixed assets
Consecrated and beneficed property of any kind is excluded from the accounts by the Charities Act 2011. No value is placed on movable church furnishings held by the churchwardens on special trust for the PCC and which require a faculty for disposal since the PCC considers this to be an inalienable property.

Individual items of equipment with a purchase price of £1,000 or less are written off when the asset is acquired. Equipment used within the church premises is depreciated on a straight-line basis over 4 years (except equipment in the Nursery Fund, which is over 2 years). The church centre is depreciated on a straight-line basis over 50 years (note: from 2020, previously depreciated over 100 years). Kitchen equipment is depreciated on a straight-line basis over 10 years.

All expenditure incurred in the year on consecrated or beneficed buildings, on individual items under £1,000, or on the repair of movable church furnishings is written off.

Taxation
The charity is exempt from tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of the main funds is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2 DONATIONS

Donations & Legacies	Unrestricted funds £	Restricted funds £	**31/12/2025 Total funds £**	31/12/2024 Total funds £
Donations	**325,418**	**4,659**	**330,078**	326,518
Gift Aid	**63,147**	**43**	**63,190**	64,706
Grants	**1,000**	**0**	**1,000**	2,000
	389,565	**4,702**	**394,268**	393,224

3 OTHER TRADING ACTIVITIES

Trading Activities	Unrestricted funds £	Restricted funds £	**31/12/2025 Total funds £**	31/12/2024 Total funds £
Rental Income	**4,720**	**0**	**4,720**	4,938

4 INVESTMENT INCOME

Investments	Unrestricted funds £	Restricted funds £	**31/12/2025 Total funds £**	31/12/2024 Total funds £
Bank Interest and investment income	**4,573**	**1,427**	**6,000**	8,462
School house flat rent	**0**	**0**	**0**	7,013
	4,573	**1,427**	**6,000**	**15,475**

5 CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support Costs (see note 6) £	Totals £
Church	**373,839**	**131,866**	**505,705**
Nursery School	**95,341**	**29,811**	**125,152**
	469,180	**161,677**	**630,857**

6 SUPPORT COSTS

	Management £	Finance £	Information Technology £	Other £	Governance costs £	Totals £
Church	**49,875**	**284**	**5,210**	**72,591**	**3,906**	**131,866**
Nursery School	**29,776**	**35**	**0**	**0**	**0**	**29,811**
	79,651	**319**	**5,210**	**72,591**	**3,906**	**161,677**

7 TRUSTEES' REMUNERATION AND BENEFITS

No members of the PCC are remunerated for their role as trustees.

The PCC provides housing for Rachel Hamilton (Associate Vicar) at a cost of £30,214.

No other members of the PCC received remuneration or other benefits from the PCC in respect of a specific paid role during their time as trustees in 2025.

£6,163 was paid to the Vicar's wife for her role as Community Social Transformation lead.
£1,258 was paid to the curate's daughter as a Living Allowance as part of her placement at St Paul's on the Guildford Diocese Ministry Experience Scheme.
£563 was paid on behalf of the Associate Vicar and her husband to attend the New Wine Summer Festival.

£534 in total was paid to or on behalf of 4 trustees or their spouses for travelling, training or similar expenses (with none of this relating to their role as trustees).

During their terms of office as trustees in 2025, PCC members and their close family in aggregate donated a total of £64,732 (2024: £56,990) to the church (not including the Gift Aid recovered by or on behalf of the PCC). None of this amount was donated for restricted purposes.

8 STAFF COSTS

	31/12/25 £	31/12/24 £
Wages and salaries (Church)	**47,011**	61,903
Social Security costs (Church)	**3,736**	0
Other pension costs (Church)	**1,881**	2,476
Wages and salaries (Nursery)	**101,638**	63,520
Social Security costs (Nursery)	**0**	0
Other pension costs (Nursery)	**2,405**	853
	156,671	128,752

The average monthly number of employees during the year was as follows:

	31/12/25	31/12/24
Church	3	4
Nursery	8	7
	11	11

No employees received emoluments in excess of £60,000.

The trustees consider the aggregate employment benefits of the key management personnel (members of the Standing Committee) to be nil (2024: nil).

9 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

2024	Unrestricted funds £	Restricted funds £	31/12/2024 Total funds £
Incoming Resources			
Donations & Legacies	376,703	16,522	393,225
Trading Activities	4,938	0	4,938
Investments	14,164	1,310	15,474
Charitable Activities - Church	14,593	1,303	15,896
Charitable Activities - Nursery School	0	88,252	88,252
Total incoming resources	410,398	107,387	517,785
Resources Used			
Charitable Activities - Church	430,264	53,841	484,105
Charitable Activities - Nursery School	0	76,076	76,076
Total resources used	430,264	129,917	560,181
Net Incoming / (Outgoing) Resources	(19,866)	(22,530)	(42,396)
Total Funds Brought Forward	261,781	1,962,309	2,224,090
Total Funds Carried Forward	241,915	1,939,779	2,181,694

10 INDEPENDENT EXAMINER/AUDITOR FEES

The Independent Examiner fees exclusive of VAT in respect of the Independent Examination for 2025 were £1,600 (2024:£1,600). The fees payable in respect of other services exclusive of VAT were £900 with regards to 2025 plus £755 underaccrued from 2024. (2024: Other services £2,030).

11 TANGIBLE FIXED ASSETS

	Freehold property £	Church Centre £	Church Equipment £	Nursery Equipment £	Total £
COST					
At 1st January 2025	148,500	2,209,120	163,952	1,496	2,523,068
Additions	0	0	6,558	0	6,558
At 31st Dec 2025	148,500	2,209,120	170,510	1,496	2,529,626
DEPRECIATION					
At 1st Jan 2025	0	336,437	160,055	1,496	497,988
Charge for year	0	44,287	4,724	0	49,011
At 31st December 2025	0	380,724	164,779	1,496	546,999
NET BOOK VALUE					
At 31st December 2025	148,500	1,828,396	5,731	0	1,982,626
At 31st December 2024	148,500	1,872,683	3,897	0	2,025,080

The asset in Freehold Property is a house at 6 Falkland Road. This was purchased on 16 August 1989 with a Value Linked Loan from the Church Commissioners, included within creditors due after more than one year.

12 DEBTORS

	31/12/25 £	31/12/24 £
Gift Aid	**8,859**	5,038
Nursery debtors	**566**	0
Other debtors	**1,060**	0
Prepayments and accrued income	**3,413**	3,388
	13,898	8,426

13 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/12/25 £	31/12/24 £
Social security and other taxes	**5,647**	300
Accruals	**29,820**	25,775
Deferred income	**29,673**	1,410
	65,140	27,485

14 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	31/12/25 £	31/12/24 £
Value Linked Loan	**148,500**	148,500

The amount due is the Value Linked Loan provided on the purchase of the property within Fixed Assets, 6 Falkland Road. The loan is provided by the Church Commissioners and is secured on the property.

15 MOVEMENT IN FUNDS

2025	1/1/25 Opening Balance £	Income £	Expenditure £	Fund Transfers £	31/12/25 Closing Balance £
Unrestricted Funds					
General	162,251	404,709	432,269	(12,550)	122,142
Equipment Renewal	12,226	0	8,577	2,550	6,199
CYM in out	705	551	493	0	763
World Church (Mission trip bursaries)	9,091	0	0	0	9,091
Outward Giving	9,879	0	6,079	0	3,800
Quinquennial	47,194	0	3,440	10,000	53,754
Legacy Projects	569	0	0	0	569
Ministry Experience Student	0	2,500	1,270	0	1,230
	241,915	407,760	452,128	0	197,548
Restricted Funds					
Community Action	1,628	1,140	2,141	0	626
SPOT	1,726	839	1,803	0	762
Eco Fund	72	213	0	0	284
New Wine or similar Bursary Fund	2,800	0	1,696	0	1,104
Nursery	60,084	158,917	125,152	0	93,848
Building Fund	1,872,682	0	44,287	0	1,828,395
Deanery	788	3,650	3,652	0	786
	1,939,780	164,759	178,731	0	1,925,805
TOTAL FUNDS	2,181,695	572,518	630,859	0	2,123,353

Comparatives for movement in funds

2024	1/1/24 Opening Balance £	Income £	Expenditure £	Fund Transfers £	31/12/24 Closing Balance £
Unrestricted Funds					
General	196,912	405,558	417,921	(22,298)	162,251
Equipment Renewal	14,416	0	4,691	2,500	12,226
CYM in out	227	4,840	4,361	0	705
World Church (Mission trip bursaries)	9,672	0	500	(81)	9,091
Outward Giving	0	0	0	9,879	9,879
Provisions	1,000	0	1,000	0	0
Quinquennial	38,985	0	1,792	10,000	47,194
Legacy Projects	569	0	0	0	569
	261,781	410,398	430,265	0	241,915
Restricted Funds					
Community Action	1,796	3,303	3,472	0	1,628
SPOT	1,494	972	740	0	1,726
Eco Fund	472	0	400	0	72
New Wine or similar Bursary Fund	2,800	0	0	0	2,800
Nursery	46,597	89,562	76,075	0	60,084
Ukraine Refugee Support	730	0	730	0	0
Building Fund	1,907,315	10,000	44,633	0	1,872,682
Deanery	1,105	3,550	3,867	0	788
	1,962,309	107,387	129,917	0	1,939,780
TOTAL FUNDS	2,224,091	517,784	560,180	0	2,181,695

DETAILS OF MAIN FUNDS

Unrestricted Funds

Quinquennial	This holds funds to cover major repairs, primarily those identified in the quinquennial inspection (last undertaken in May 2024)
Equipment Renewal	A fund for expenditure on the renewal of significant technical equipment
World Church (Mission trip bursaries)	This fund is for supporting engagement with mission partners by offering bursaries for overseas mission trips
Outward Giving	This fund holds amounts to be given to support partners working in the UK and overseas in addition to the Outward Giving from the General Fund
Ministry Experience Student	Donations and Grants received to fund the living expenses and training costs of a Ministry Experience Student

Restricted Funds

Building Fund	This represents the net book value of the Church Centre (including kitchen equipment)
Nursery	All income and expenditure, assets and liabilities that relate to the Nursery School pass through this Restricted fund. These monies can only be used for the nursery school.

16 CONTINGENT ASSET

The charity has been informed that it will be the beneficiary of an estate. The amount is as yet unconfirmed as the estate accounts are still being prepared. The current estimated value is approximately £1m before costs. The PCC have discussed plans for the eventual use of the legacy to fund fixed term staff posts and special projects as well as using 15% for the upkeep of the church building as specified in the will.

17 RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st December 2025.

18 INVESTMENTS IN CBF CHURCH OF ENGLAND FUNDS

St Paul's is a beneficiary of two investment funds held with The CBF Church of England Investment Fund, and is entitled to the income from these funds.

Hyde Trust - Market Value at 31 December 2025 £14,606 (2024: £15,215).
Field Legacy - Market Value at 31 December 2025 £10,642 (2024: £10,777)

Dividends of £453 in total from these funds were paid to St Paul's for general purposes of the church.