

Dear Applicant

September 2021

Thank you for your enquiry. The enclosed application pack contains:

- **a job description; a person specification; an equal opportunity analysis form;** an application form and our 2020 Annual Report.

Co-operative and Community Finance is the trading name of ICOF. ICOF Limited is the holding company and the employing organisation.

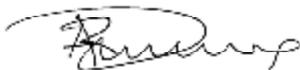
Co-operative and Community Finance's primary purpose is the support of the co-operative, employee owned and community business sectors. This is done through provision of finance, financial services, and fund management throughout the United Kingdom, to those enterprises which practise or support the principles of co-operation; common ownership; employee, community or social ownership and workplace democracy.

We seek a commitment to equal opportunity; social justice; environmental concern and ethical business. Recognising that "the people are the business", means that we are prepared to increase our exposure to risk to provide opportunities that mainstream financial institutions might reject.

An awareness of and empathy with co-operative and community business structures and the ethos that lies behind such organisations is very important within this role.

If you are interested in working for ICOF please ensure that your completed application reaches our Bristol office by **10am Wednesday 13th October 2021**. We will acknowledge receipt of your application by email and then contact you directly should you be short-listed for interview. Interviews are to be held by zoom on the **20th and 21st October 2021**.

Applications should preferably be sent by email but can be sent by post. Please let us know if you have posted your application. We would appreciate a contact phone number for you, should we need to invite you to interview. We can assure you of discretion when calling.
Yours sincerely



Alain Demontoux
Operations and FCA Compliance Manager

Direct Dial: 07775503317
Email: alain@coopfinance.coop

Co-operative & Community Finance : Job Description LRM

Job Title: Lending and Relationship Manager (LRM)
Location: Home-Based / Bristol Office / UK Wide
Hours: 35 per week
Salary: Local Government pay scale, 39-46 (£43,249- £50,363)

Co-operative & Community Finance (CCF) is the trading name for Industrial Common Ownership Finance Limited (ICOF), which provides finance for worker co-operatives and community enterprises. The mission is to enable democratic ownership and control of enterprises through the provision of loans and investments.

The LRM's core function is the implementation of lending policy and lending strategy established by the Board plus overall management of the ICOF Group and ICC loan portfolios.

The job involves the assessment and management of financial risk, directly on behalf of the Board, indirectly on behalf of ICOF's investors and other funders, and ultimately on behalf of the United Kingdom's worker co-operative and Social Economy sectors, whose development ICOF's lending activity aims to support.

Honesty, objectivity, and attention to detail are necessary in respect of both individual loans and the portfolio as a whole. The LRM must also have the ability to explain complex and sometimes difficult financial ideas both to borrowers and to the Board and will be expected to attend and participate in Board and Executive Committee meetings as a matter of priority.

The LRM is also responsible for the implementation of lending policy and lending strategy of the funds that are managed by ICOF in accordance with the fund's policy and overall management of those portfolios.

In all tasks the LRM is jointly responsible to the Board, together with the Business Development Manager, the Operations Manager, and the Accounting & Administration Manager for ensuring that the policies and strategies established by the Board are carried out. To this end, the holders of these four posts are expected to liaise closely with one another in relation to the key areas for which each bear primary operational responsibility. They are jointly responsible for developing and leading the staff team, encouraging, and enabling all members of staff to contribute effectively and in a coordinated way to the work of ICOF.

Together, they are also expected to support the development of policy and strategy by the Board, making their knowledge and experience available, and carrying out and reporting on additional investigations as requested by the Board.

The staff team will hold regular monthly face-to-face meetings, whose minutes will be circulated to staff, and to the Staff Trustee as appropriate

The LRM will liaise with all members of the ICOF staff team, undertaking other work as and when required.

Duties and Responsibilities

1 Strategic Management

- a) The LRM along with the Business Development Manager, Operations Manager and the Accounting & Administration Manager will be responsible to the Board and Management Committee for coordinating the achievement of ICOF's strategic aims and objectives, and profitable growth.

2 Direction

- a) research and develop policy options and present these to the Board.
- b) be responsible for the development of these policies.
- c) together with the LRM, the Business Development Manager, Operations Manager and the Accounting & Administration Manager will be responsible for the joint development of the annually updated business plan based on strategies and objectives developed with the Board
- d) to work with the Board and staff, maintain a clear vision of the role and purpose of the organisation and deliver this vision in practice.

3 Loan Portfolio Management

- a) The LRM will be responsible to the Board for maintaining and developing ICOF's various loan portfolios and managed loan portfolios in accordance with established policy and strategy regarding risk, security, terms, and borrowers' objects, structures, and types of activity.
- b) The LRM will work closely with the staff team, who is responsible for ICOF's information systems, to monitor and analyse lending performance and trends, and to present these analyses to the Board.
- c) In particular, the LRM will be responsible for ensuring the regular assessment of risk at portfolio level, and for recommending the prudent adjustment of provisions and write-offs.
- d) The LRM will determine the territorial, sectoral or other rational division of loan appraisal and loan monitoring duties in consultation with the Business Development Manager. This division may need to be adjusted from time to time, in the light of staff capacity, market changes or other factors.

4 Lending

The LRM is responsible for lending and borrowing activities and along with the Accounting & Administration Manager for setting up procedures and monitoring returns.

4.1 Pre-lending functions will include:

- a) Along with assistance from the Accounting & Administration Manager responding to enquiries from potential borrowers.
- b) Developing a strategy for generating lending leads in liaison with the Business

Development Manager.

- c) Working with the Business Development Manager to develop a Marketing Strategy for new lending, including social media.
- d) Representing CCF at appropriate external conferences and events in consultation with the Business Development Manager.
- e) Responding to enquiries and updating the enquiry and prospect databases.
- f) Appraisal of applications, within the framework of lending policy and strategy established by the Board.
- g) Completion of a standard appraisal report, and its circulation to the Credit Committee and entry into ICOF's information system.
- h) Collective responsibility within the Credit Committee to the Board, for all ICOF's lending decisions.
- i) When a new loan is agreed and accepted, liaison with the Accounting & Administration Manager and Operations Manager, regarding loan release instructions and documentation.

4.2 Post-lending functions will include:

- a) Developing and maintaining an understanding of the borrowers' businesses – with the dual aim of supporting ICOF's borrowers and of protecting its assets.
- b) Along with the Business Development Manager and the Accounting & Administration Manager, developing and monitoring a system to ensure regular and timely submission of management accounts by all borrowers as per loan agreements.
- c) With the assistance of the Accounting & Administration Manager, routine examination of each set of management accounts with a view to identifying problems at an early stage. Provide immediate feedback to the borrower where a problem is identified.
- d) Dynamic adjustment of the risk factor and provision associated with each loan, in the light of on-going monitoring providing both reactive and proactive advice and support to borrowers, either directly when appropriate, or by sign-posting other relevant services; communication with borrowers to be carried out by telephone, email, letter, or when necessary, in person visiting the borrowing business.
- e) With the assistance of the Accounting & Administration Manager, timely entry and submission or transmission of monitoring data for assimilation in ICOF's information.

4.3 Loan Reporting

- a) Recording progress of loan applications and presenting to the Board.
- b) Working with the Accounting & Administration Manager to create report analysing lending performance and trends, and to present these analyses to the Board.
- c) Working with Accounting & Administration Manager to create Exceptions Report showing borrowers at risk to present to Board.

5 The Co-operative Loan Fund (CLF)

- a) Work closely with the Operations Manager to ensure that contractual commitments of the managed funds are adhered to.
- b) Research and develop strategy, policy, direction, and present these to the CLF Board in liaison with the Operations Manager.
- c) attend Board meetings, as required, to present reports on behalf of CCF.

6 Staff Supervision

It is intended that the LRM and the Business Development Manager will work together as a team. Each will be largely autonomous, managing their own time and building individual relationships with the borrowers whose loans they manage. Traditional line management is not envisaged. However, the LRM will have certain leadership, supervisory and training responsibilities for all those in the investment team, including the Business Development Manager.

The LRM will, like all members of the ICOF staff team, keep a careful work record for externally funded projects, records to be submitted as and when required or requested month to the Accounting and Administration Manager. These will form the basis for analysis of the way in which the staff resource is being applied and claims for funding / invoicing purposes.

For personnel matters and staff support issues the LRM should report to the Staff Team, the Operations Manager and/or the Staff Trustee as appropriate

Specifically, the LRM will:

- a) establish overall lending priorities and targets for the investment team, in line with Board policy and strategy, and in consultation with other members of the team.
- b) monitor workload and performance, in order to ensure that a high quality of service to ICOF's borrowers is maintained.
- c) provide adequate training, through a program of mentoring and counselling and by ensuring that appropriate opportunities to develop knowledge, skills and experience are made available.

7 Training

- a) In consultation with the Operations Manager, arrange suitable training to enable staff to operate and make full use of all the elements of information systems and any other ongoing training needs.
- b) In order to remain fully skilled for the job, the LRM should keep abreast of all sector developments and undertake on-going personal development as required.

8 Miscellaneous and Other Duties

Provide assist the Company Secretary in ensuring that ICOF complies with all statutory requirements.

- a) develop, promote, and implement the Equal Opportunities Policy throughout all duties and responsibilities.
- b) assist the Operations Manager as the FCA Compliance Manager in ensuring that all ICOF's products, services and promotions adhere to the Financial Markets Service Acts (FMSA 2000) and that ICOF remains in Compliance.
- c) assist the Money Laundering Officer, helping to ensure all ICOF's transactions adhere to Money Laundering Regulations and bring to the attention of the Operations Manager any suspicious transactions that may be in breach of Money Laundering Regulations.
- d) take all Health and Safety issues seriously, ensuring the well-being of self and others during ICOF's work. In doing so will assist the Operations Manager in the task of compliance with all Health and Safety at work legislation and best practice.
- e) to undertake any other duties commensurate with the post.

ICOF LENDING AND RELATIONSHIP MANAGER - PERSON SPECIFICATION

Education/knowledge/or experience	Essential	Desirable
1-3 years' experience of lending in the cooperative, community business or social enterprise sector.	x	
Experience of undertaking business appraisals, due diligence and presenting reports to the Credit Committee.	x	
Experience of working with co-operatives, community business or social enterprises.		x
Understanding and experience of loan security and implementation		x
Experience of effectively managing a portfolio of borrowers.	x	
Experience of creating and forming networks.	x	
Experience of generating new business		x
Understanding of small business finance and experience of financial planning and budgeting.	x	
Computer literacy in word processing and spreadsheets.	x	

Key Skills/abilities/attributes	Essential	Desirable
An understanding of different Business structures and governance.	x	
An understanding of Co-operative Society structures and governance.		x
Ability to understand and interpret financial information and assess risk.	x	
Commercially aware and prepared to help create new products or services to meet market needs	x	
Excellent interpersonal communication and presentation skills together with the ability to communicate complex financial information with people from diverse backgrounds.	x	
Ability to work on own initiative in a self-servicing team and to work well under pressure and meet deadlines.	x	
Effective workload prioritisation and time management skills.	x	
Self-motivated , adaptable and a team player.	x	
An understanding of issues relating to Equal Opportunities policy and practice.	x	
A commitment to the ethos of the Co-operatives.	x	
A good knowledge of the Co-operative business sector in the UK.		x
Ability to prepare reports for senior management and trustees, as required.	x	
A willingness and ability to travel throughout the UK sometimes involving time spent out of normal office hours	x	

Note for Candidates

CCF is committed to the values of diversity and equality in building a co-operative sector both in its provision of services and in its employment policies and practices. We would particularly encourage applications from those who are under-represented in our sector, such as women, transgender people, people with disabilities and people from Black, Asian and Minority Ethnic communities.

The Person Specification is a picture of the skills, knowledge and experience needed to carry out the job. It has been used to draw up the advert and will also be used in the short-listing and interview process. You should, as far as possible, address all requirements of the Person Specification in your application form.

EQUAL OPPORTUNITIES AND DIVERSITY POLICY

Our Commitment

The ICOF Group, including ICOF Community Capital, believes that Equal Opportunity is a fundamental Co-operative Principle. ICOF is also mindful of Acts of Parliament which have been passed to uphold certain principles of equality.

ICOF is committed to developing and maintaining an organisation in which differing ideas, abilities, backgrounds and needs are fostered and valued and where those with diverse experiences are able to and contribute.

We recognise that people with different backgrounds, skills, attitudes and experience bring fresh ideas and perceptions and we wish to encourage and harness these differences to make our services more relevant and approachable. We recognise that this will enhance our effectiveness in carrying out our work.

We will foster a supportive and inclusive culture for:

- All those who need and use our services
- Our Trustees
- Our Staff
- Our Members
- Other Stakeholders

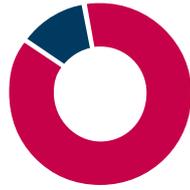
Policy Statement

ICOF is committed to ensuring that no job applicant, staff, member or service user is discriminated against directly, indirectly, by association or perception because of disability, gender (including transgender/ gender reassignment), race, colour, nationality, ethnic or national origin, marital status or civil partnership, responsibility for dependents, sexuality, pregnancy or maternity, age, trade union activity, political or religious, agnostic or atheist beliefs and (unrelated to the post) criminal convictions.

ICOF recognises the positive value of diversity, promoting equality and fairness, and challenging discrimination. We are committed to ensuring that we treat all people associated with ICOF with dignity and respect and will not tolerate any form of harassment, victimisation or discriminatory behaviour.

This policy statement will feature in appropriate ICOF publications, be made available to all new Staff and Trustees.

ICOF will keep its policies under review and will implement changes where these could improve equality of opportunity. This commitment applies to all ICOF's employment policies and procedures, not just those specifically connected with equal opportunities and diversity.



**CO-OPERATIVE &
COMMUNITY FINANCE**
supportive lending since 1973

ANNUAL REPORT 2020



We've supported hundreds of businesses, from small community-led enterprises to large award-winning organisations



**CO-OPERATIVE &
COMMUNITY FINANCE**
supportive lending since 1973

**We help co-ops and communities
recover, rebuild and grow.**

Providing supportive lending

Co-operative & Community Finance provides supportive lending to help people take control of their economic lives and create social benefit.

We exclusively serve the co-operative and community sector, and for almost 50 years we have supported many hundreds of businesses ranging from small community-run enterprises to large award-winning organisations.

We offer flexible terms and never require personal guarantees. Our profits are reinvested to enable us to continue our work.

We currently have over £4m of our own capital to lend, available to those that practice or support the principles of co-operation, social ownership and sustainable development. We also manage a number of other loan funds on behalf of other lenders, co-operatives and local authorities.

When finance is needed to set up a new venture, expand an existing one, save a community asset, turn a conventional business into a social one or a private business into an employee-owned firm, we can help turn dreams into reality. We can also replace existing finance packages. All our borrowers have the assurance that comes from receiving support from an organisation that is democratically owned and controlled.

As well as providing finance, we offer free business support to our borrowers throughout the term of their loans.

Our structure

Co-operative and Community Finance is the trading name of the ICOF family of businesses. The first company, Industrial Common Ownership Finance Limited, was set up in 1973 and we have since created several related funds, all of which are democratically owned and controlled.

ICOF Limited has a wholly owned subsidiary, Industrial Common Ownership Fund plc.

ICOF Community Capital Ltd (ICC) is a free-standing community benefit society. ICOF Ltd acts as a fund manager for this society.

Membership of ICOF Ltd is open to any individual or organisation that support our aims and who pay a one off lifetime membership fee (currently £30). All our borrowers automatically become members.

Membership of ICC is open to individuals or organisations. that have bought shares in the society. The minimum investment is currently £250.

Our staff

Alain Demontoux, Operations and FCA Compliance Manager
Anne Wilks, Accounting and Administration Manager
Ian Rothwell, Investment Manager
Tim Coomer, Business Development Manager

Our partnerships

We've been successfully managing funds and making loans in a specialist market for almost 50 years.

We are the oldest Community Development Finance Institution (CDFI) in the UK and, we believe, one of the most successful and sustainable. We are also one of the very few CDFIs that is authorised and regulated by the Financial Conduct Authority in the conduct of investment business which means we can manage other organisations' loan funds.

When it comes to managing funds, assessing risks and minimising losses while maximising social impact... we know what we're doing.

We want to share our expertise and experience with organisations – large or small, local or regional, national or international – that share our values.

We offer a flexible portfolio of services to loan funds, micro-finance institutions and other lenders. These can range from discreet back office services to comprehensive management and investment services.



Welcome by Jon Nott, Chair of ICOF Group and ICOF Community Capital

I am pleased to present my second Annual Report as Chair and the 48th ICOF Group Annual Report which is directed at the members of ICOF Limited and the co-operative shareholders of ICO Fund plc.

I am also pleased to present the 27th Annual Report to members of ICOF Community Capital Ltd.



ICOF Group

2020 was a year like no other. We saw the advent of Covid and then Brexit. The Bristol office moved to home working from March and that continues to be the case. Much of the work done this year has been to support our existing borrowers and we were quick to be proactive, making contact and offering help where required, often before we were asked. This approach has protected the portfolio and we had a busy lending year. This was more attributable to previous pipeline and continued Pub Fund lending than to new applications, as many borrowers accessed government Covid grants and loans where appropriate.

This year saw The Community Pub Business Support Programme - More than a Pub (MTAP2) - in its final stages, with the programme officially finishing in Spring 2021.

So far, the programme has committed £1.7m in combination Loan and Grant packages to 18 groups and supported many more with advice and bursaries.

We continued to manage the Co-operative Loan Fund and Community Shares ICOF as well as working closely with the Co-op Foundation and we remained an Access Point for the £4m Reach Fund which provides grants to organisations that need specific support to be able to take on a loan.

The year also saw CCF provide back office services for Big Issue Invest, Radical Roots and Solidfund (Worker Coop Solidarity Fund) and remain on the panel of the Community Shares Unit Booster programme.

Notable loans in the year included Primepac Solutions, an employee-owned company in South Wales that increased production to cope with a big rise in demand for its packaging services during covid

Looking at the CCF Group's performance, turnover fell year on year, giving a profit before tax of £61,167 (2019: £170,511).

ICOF Community Capital Ltd

ICOF Community Capital Ltd (ICC) is an investment society offering individuals and organisations withdrawable membership shares and its capital is used to provide loan finance to a wide range of community businesses, social enterprises and co-operatives.

During the year ICC provided significant help to Clapton FC, who play at the oldest senior football ground in London.

ICC investment helped supporters purchase the ground and secure its future as permanent community asset of Forest Gate in East London.

Clapton Community Football Club completed the purchase of the historic Old Spotted Dog Ground on 24 July 2020, following a long campaign by the fans to regain their home. Clapton Community FC was established in June 2018 as a fan-owned and fan-operated community club, by the life members and supporters of Clapton FC. It now has over 1,300 members worldwide.



In terms of financial performance turnover increased to £41,646 (2019: £32,067) and expenses increased due to the 1% payment of interest on members investments and final FRS adjustments. Profit after tax was £2,868 (2019: £7,648) and the balance sheet stood at £963,132 and the loan portfolio at £894,982.

Once again the Directors are delighted to recommend a 1% payment of interest on members investments, that will go to the AGM in June 2021 for approval by shareholders.

Gender Pay Gap

We are able to report that our gender pay gap in 2020 was 12.5%. The official UK pay gap among all employees 2020 was 15.5%.

And finally ...

I would like to take this opportunity to extend our warmest thanks to Dave Hollings, who is retiring from the board after 18 years of outstanding service. Good luck in your future co-operative endeavors!

Lastly, I would like to take this opportunity to thank not only my fellow Trustees and Directors for all their hard work over the last year but particularly the staff team in the way they protected the loan portfolio and steered the finances of the business through a year like no other.

Consolidated statement of comprehensive income for the year ended 31 December

	2020	2019
	£	£
Turnover	298,992	315,791
Administrative expenses	(417,889)	(347,616)
Operating profit/(loss)	<u>(118,897)</u>	<u>(31,835)</u>
Other operating income	166,725	191,000
Income from investments	3,299	4,964
Interest receivable	3,021	6,468
Interest payable	(6,594)	(5,000)
Finance income	13,613	4,904
Profit/(loss) on ordinary activities before taxation	<u>61,167</u>	<u>170,511</u>
Tax on profit/(loss) on ordinary activities	-	-
Total comprehensive income	<u><u>61,167</u></u>	<u><u>170,511</u></u>

Consolidated Balance Sheet as at 31 December

	2020	2019
	£	£
Fixed assets		
Tangible assets	5,246	6,229
Investments	173,978	177,629
	<u>179,224</u>	<u>183,858</u>
Current assets		
Debtors under one year	196,897	348,067
Debtors over one year	2,119,109	1,794,380
Cash at bank and in hand	2,153,815	2,719,270
	<u>4,469,821</u>	<u>4,861,717</u>
Creditors: amounts due within one year	<u>(1,157,088)</u>	<u>(1,803,609)</u>
Net current assets	<u>3,312,733</u>	<u>3,058,108</u>
Total assets less current liabilities	<u>3,491,957</u>	<u>3,241,966</u>
Creditors: amounts due after one year	<u>(954,492)</u>	<u>(765,668)</u>
Net assets	<u><u>2,537,465</u></u>	<u><u>2,476,298</u></u>
Capital and reserves		
Other funds	1,063,733	1,201,919
Capital reserve	387,349	434,333
Profit and loss account	1,086,383	840,774
Shareholders' funds	<u><u>2,537,465</u></u>	<u><u>2,476,298</u></u>

The financial information presented in this report has been taken from the audited financial statements for the year ended 31 December 2020. It does not constitute the group's statutory accounts for the year ended 31 December 2020, or 31 December 2019. If you would like a copy of the audited Directors' Report and Financial Statements for the year ended 31 December 2020 they are available from Co-operative & Community Finance, Brunswick Court, Brunswick Square, Bristol BS2 8PE.

ICOF Community Capital Ltd

Summary Financial Statements

Profit and Loss Account for the year ended 31 December

	2020	2019
	£	£
Turnover	41,646	32,067
Administrative expenses	(39,800)	(27,237)
Operating profit/(loss)	<u>1,846</u>	<u>4,630</u>
Income from investments	700	700
Interest receivable	419	1,546
Finance income	-	1,500
Interest payable	(97)	(728)
Profit/(loss) on ordinary activities before taxation	<u>2,868</u>	<u>7,648</u>
Tax on profit/(loss) on ordinary activities	nil	nil
Profit/(loss) on ordinary activities after taxation	<u><u>2,868</u></u>	<u><u>7,648</u></u>

Balance Sheet as at 31 December

	2020	2019
	£	£
Fixed assets		
Investments	20,000	117,000
Current assets		
Debtors under one year	50,310	48,527
Debtors over one year	657,879	570,640
Cash at bank and in hand	237,103	328,142
	<u>945,292</u>	<u>947,309</u>
Creditors: amounts due within one year	(2,160)	(2,100)
Net current assets	<u>943,132</u>	<u>945,209</u>
Total assets less current liabilities	963,132	1,062,209
Creditors: amounts due after one year	nil	(83,386)
Net assets	<u><u>963,132</u></u>	<u><u>978,823</u></u>
Funding and reserves		
Funding	1,015,115	1,027,962
Profit and loss account	(51,983)	(49,139)
Shareholders' funds	<u><u>963,132</u></u>	<u><u>978,823</u></u>

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ICO Fund plc

Report by shareholders' representative Andy Love



The ICO Fund plc was launched in 1987 as a subsidiary of ICOF Limited with the specific purpose of raising capital by public share issue. There was a clear identifiable need for a fund to help support and develop worker cooperatives and employee buyouts across the UK. This was a successful and pioneering approach to ethical investment which enabled those who were concerned about their local communities to get involved.

The money raised is lent, repaid and lent again. From an original £1 million raised, over £5 million has been lent to hundreds of co-

operative and employee owned businesses. By lending at risk to create opportunity ICO Fund PLC has:

- created, supported and saved jobs;
- boosted local economies;
- helped convert environmental concern into action;
- and enabled people to own and control the businesses in which they work.

Lending in 2020 brought the total portfolio to £919,916.

In terms of the accounts the company made a loss for the financial year of £37,074 (2019: £20,068) which included a loan capital loss.

On the balance sheet net current assets came to £1,103,063 including cash at £768,151. The retained profit and loss account improved from a deficit in 2019 of £86,155 to a deficit of £76,245 in 2020. Net worth on the balance sheet is now £311,203 (2019: £348,277).

Regrettably the Board is unable to recommend a dividend for 2020.

On behalf of ICO Fund plc, I would like to thank all the shareholders, both past and present, for their invaluable support.

As well as also supporting Primepac and Clapton FC this year the Fund helped Rushton Oak Community Pub. They undertook significant building work to improve the facilities of their community pub.

The Royal Oak in Rushton Spencer, near Leek, Staffordshire. had closed after a period of neglect, was bought and re-opened the community benefit society in 2015.

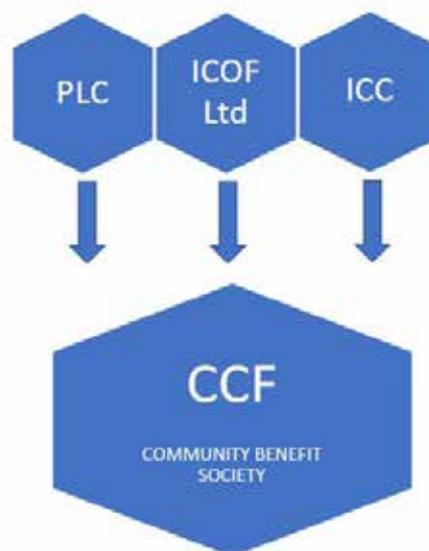


Co-operative & Community Finance, which is an approved Access Point for the Reach Fund, helped the society to apply for a grant to cover the legal and professional fees. It also arranged loans from its own funds.

The future.....

In five years time we will see the anniversary of the fourth PLC share issue. We see this as a good opportunity to simplify our organisational structure along the lines set out below.

This will bring our three companies together in one Community Benefit Society to better serve the needs of common ownership companies and co-operatives in to the future.



Shareholders' Representative

Andy Love was re-elected as the plc representative by shareholders on the 29th June 2020. In accordance with the Articles of Association, he retires and offers himself up for re-election in 2021.

ICO Fund plc

Summary Financial Statements

Statement of comprehensive income for the year ended 31 December

	2020	2019
	£	£
Turnover	57,944	53,421
Administrative expenses	(97,179)	(77,947))
Operating profit/(loss)	(39,235)	(24,526)
Income from investments	700	711
Interest receivable	1,461	3,747
Other income	nil	nil
Profit/(loss) on ordinary activities before taxation	(37,074)	(20,068)
Tax on profit/(loss) on ordinary activities	nil	nil
Total comprehensive income for the year	(37,074)	(20,068)

Balance Sheet as at 31 December

	2020	2019
	£	£
Fixed assets		
Investments	20,792	20,792
Current assets		
Debtors under one year	38,489	118,844
Debtors over one year	881,427	717,386
Cash at bank and in hand	768,151	943,837
	1,688,067	1,780,067
Creditors: amounts due within one year	(585,004)	(686,914)
Net current assets	1,103,063	1,093,153
Total assets less current liabilities	1,123,855	1,113,945
Creditors: amounts due after one year	(812,652)	(765,668)
Net assets	311,203	348,277
Capital and reserves		
Called up share capital	100	100
Capital reserve	434,332	434,332
Profit and loss account	(86,155)	(86,155)
Shareholders' funds	311,203	348,277

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Trustees

James Alcock, Plunkett Foundation

Jenny Fink, Coop Consultant

John Forbes, Co-operatives UK

Daniel Holden, Unicorn Grocery

David Hollings, CMS Co-operative

Andy Love, ICO Fund PLC Shareholders' Elected Representative

Jon Nott, Campaign Against Arms Trade

Bruce Wood, Co-operative Consultant

Principal activities

The group's principal activity during the year continued to be providing loans to common ownership companies and cooperatives, and also to be a vehicle for channeling loans from public funds to such enterprises.

Trustees

None of the Trustees had any significant interest in the share capital of the group during the year.

Elected Trustees

James Alcock, Elected 29/06/20

Jenny Fink, Elected 29/06/20

Daniel Holden, Elected 29/06/18

David Hollings, Elected 29/06/18

Jon Nott, Elected 29/06/20

Bruce Wood, Elected 17/06/19

In accordance with the Articles of Association: Dave Hollings and Daniel Holden retire by rotation under Article 34. Under Article 32a as revised by adopted resolution at the 2003 AGM the Board of Trustees should be: not more than nine persons elected by and from the membership at the Annual General Meeting, at least three of whom must be members of common ownership or co-operative enterprises which are members of the company; therefore there are six elected vacancies.

Trustees from nominated bodies

John Forbes, Co-operatives UK (nominated 29.06.20)

In accordance with the Articles of Association: the above retires under Article 35. The nominated body will be asked to provide support for a further year.

Co-opted Trustees

None currently.

Trustees' responsibilities

The Trustees are responsible for preparing the Annual Report and the Financial Statements in accordance with applicable law and the United Kingdom Generally Accepted Accounting Practice.

Trustees are required by company law to prepare financial statements which give a true and fair view of the state of affairs of the company and group at the end of the financial year and of the profit or loss of the company and group for the period ending on that date. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and group and to enable them to ensure that the financial statements accounts comply with the Companies Act 2006. They have general responsibility for taking such steps that are reasonably open to them to safeguard assets of the company and group and to detect fraud and other irregularities.

Each Trustee has taken steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information. The Trustees confirm that there is no relevant information that they know of and which they know the auditors are unaware of.

ICOF Community Capital Ltd Directors

Directors

James Alcock, Plunkett Foundation

Jenny Fink, Coop Consultant

John Forbes, Co-operatives UK

Daniel Holden, Unicorn Grocery

David Hollings, CMS Co-operative

Andy Love, ICO Fund PLC Shareholders' Elected Representative

Jon Nott, Campaign Against Arms Trade

Bruce Wood, Co-operative Consultant

Principal activities

The principal activity of ICOF Community Capital Ltd is to provide loans to co-operative and community enterprises.

Elected Directors

James Alcock, Elected 29/06/20

Jenny Fink, Elected 29/06/20

Daniel Holden, Elected 29/06/18

David Hollings, Elected 29/06/18

Jon Nott, Elected 29/06/20

Bruce Wood, Elected 17/06/19

In accordance with the Rules of ICOF Community Capital Ltd it is necessary for one third of the elected Directors, or if their number is not divisible by three, the number nearest one third, to retire from office. Therefore, Dave Hollings and Daniel Holden retire by rotation, which leaves up to six vacancies.

Under the Rules adopted at the 2003 AGM Rule 53 states:

1. The composition of the board of Directors shall be as follows:
 - (a) up to 11 persons elected by and from the membership; and
 - (b) up to four persons appointed by Industrial Common Ownership Finance Ltd (or such body as may succeed to its functions) provided that at no time shall the number of appointed Directors exceed the number of elected Directors.

Directors appointed by ICOF Ltds

John Forbes, Co-operatives UK (nominated 29.06.20)

Andy Love, ICO Fund plc Shareholders' Elected Representative (nominated 29.06.20)

Staff

The society has no staff. Loan fund management is undertaken by contractual agreement with ICOF Ltd.

Directors' responsibilities

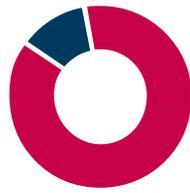
The Co-operative and Community Benefit Societies Act 2014 requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the society and of the surplus or deficit of the society for that period.

The society's financial statements are required by law to present fairly the financial position and the performance of the society. In preparing those financial statements, the Directors are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the society will continue in business.

The Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the society and to enable it to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014. It has general responsibility for taking reasonable steps to safeguard the assets of the society and to prevent and detect fraud and other irregularities.

Each Director has taken steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the society's auditors are aware of that information. The members confirm that there is no relevant information that they are aware of and which they know the auditors are unaware of.



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Industrial Common Ownership Finance Limited,
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Industrial Common Ownership Fund plc,
Company No. 2137647

ICOF Limited,
Company No. 2904326

ICOF Community Capital Limited,
Society No. 27915R

Community Shares ICOF Limited,
Society No. 031524



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