

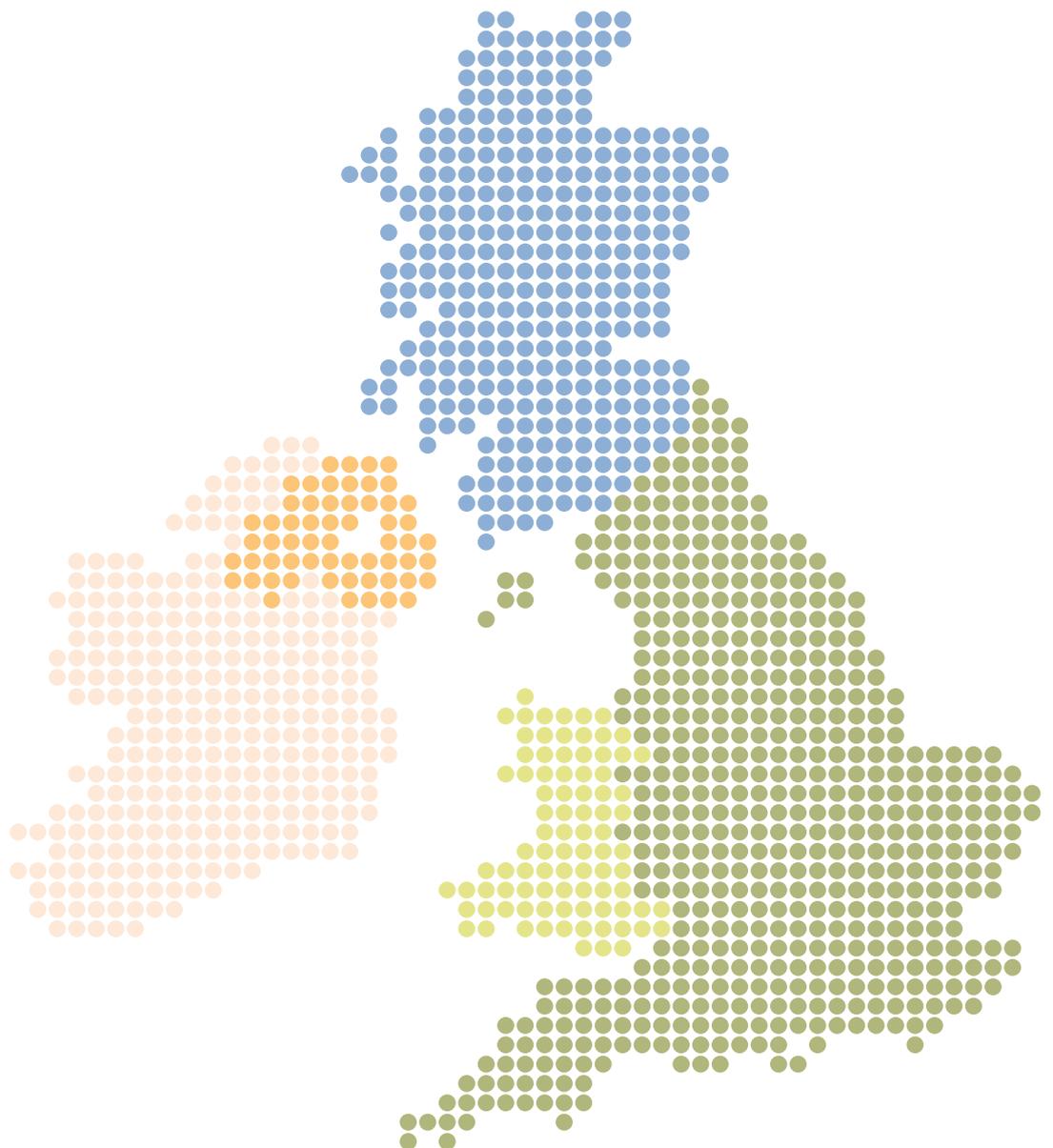


**CO-OPERATIVES UK**

# The UK co-operative economy

A review of co-operative enterprise

# 2010





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# A new era, a new way to think

2010 sees the UK in the midst of economic uncertainty and financial upheaval. The UK national public debt in April 2010 is over 62% and unemployment stands at 2.5m workers – 8% of the labour force.

In response, David Cameron and Nick Clegg have promised a ‘new era of politics’, to work together to address the country’s challenges. This move reflects the seismic shift in approach we need to address our economy’s deep rooted problems.

Yet the shift is not towards a new concept but is a return to principles inherent in the human race and which already form a vital part of our economy.

They are the principles of co-operation. Ever present and widely understated, co-operative principles are steeped in tradition. Today, as we find the economy searching for an alternative, they are increasingly viewed as the modern solution to our economic problems.

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**For the UK’s co-operative economy, the best by far, is yet to come.**

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## What is a co-operative?

Our analysis shows that there are over 4,990 independent co-operatives in the UK owned by more than 12.9 million members.

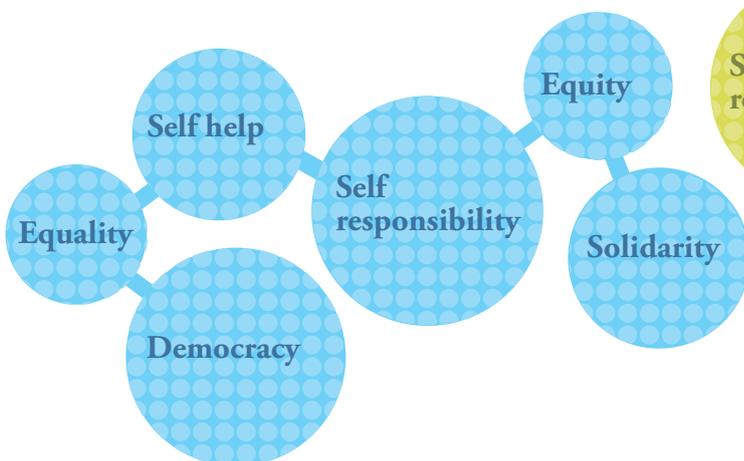
The numbers keep on growing. These are organisations owned by their members who work together to meet the common needs. Across the UK, in all parts of the economy, from healthcare to housing, farms to football clubs, credit unions to convenience stores, they share ownership, have equal say, make democratic decisions and create value for their members.

Because co-operatives are member-owned, they are generally not subject to stock market listing. Unlike the situation for PLCs, teams of analysts are not employed to study their performance and the financial press often omits to report their results. As a consequence there has been a tendency to marginalise the role of the sector. Even co-operatives themselves perhaps fail to appreciate fully their significance in the economy. This is why we have compiled an annual review every year since 2007, drawing on published accounts from co-operatives over the previous financial year.

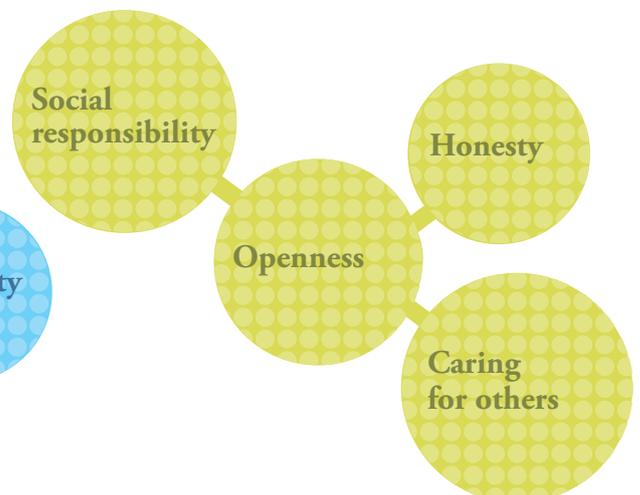
**Co-operatives are owned by members – people like you, not by external shareholders.**

- **They exist to serve their members**, whether they are the customers, the employees or the local community
- **Members have an equal say in what the co-operative does.** So, as well as getting the products and services they need, members help shape the decisions their co-operative makes
- **Co-operatives share their profits among members**, rather than rewarding external investors.

### The co-operative values



### The co-operative ethical values



## Why co-operate?

The co-operative sector already has a rich history of driving change for the benefit of all. It was a co-operative organisation which first introduced the eight hour day in any UK factory in 1901, it was the Co-operative Wholesale Society which introduced the minimum wage in 1907, it was the Women's Co-operative Guild which began to discuss the National Health Service in 1929 prior to its formation in 1946.

While the spectrum for co-operation is wide, it is the re-engagement of the UK with these principles which is offering the greatest opportunity for the country's economy and society.

### Good for business

"As businesses globalise, market places are more complex and operations continue to diversify, co-operation is a critical organisational capability in gaining competitive edge. Only when co-operation is present can the best ideas be exchanged, innovation be harnessed and new ideas be executed with speed and sophistication. Through co-operation, skilful employees can connect with their peers across the world to be at the forefront of thinking and joint ventures can avoid the 80% failure rate of businesses to grow and create value."

*Professor Linda Gratton, The co-operative advantage: building the critical organisational capability*

### Good for individuals

"The impulse to co-operate is every bit as strong as to compete. Co-operation is linked to the neuropeptide Oxytocin ... creating a sense of relaxation, a reduction in the tendency to interpret others as threatening and a greater confidence that they will be nice to know."

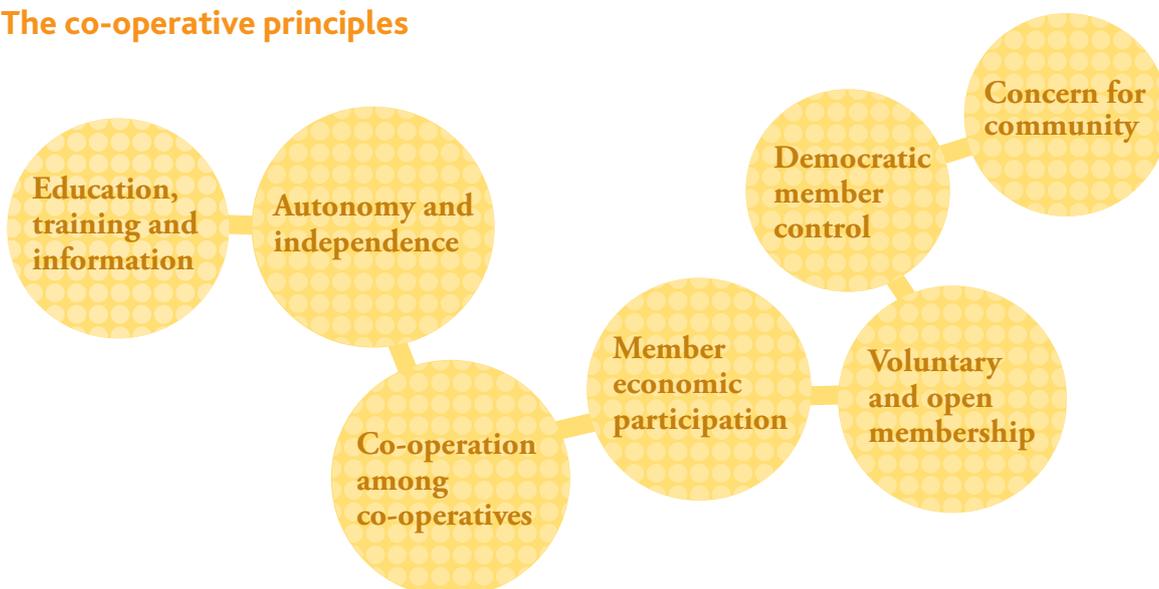
*Oliver James, The psychology of co-operation, 2010*

### Good for society

"Whether we're at work, or socialising, our ability to get pretty much anything done is dependent upon our ability to engage with others in such a way that we can get our needs met and they theirs."

*Ian McDermott, Jason Miller and Ed Mayo, The Formula for Co-operation, 2010*

## The co-operative principles



# 2010 economic challenges – the case for co-operation

**“Co-operation is as vital an ingredient in economic development as ‘survival of the fittest’ individualism.”**

*Eric Beinhocker, The Origin of Wealth, 2006*

The global and national economic task is to develop a gentler, more innovative economy that delivers wellbeing, stability and security. Our economic challenges are ones which all require co-operation.

Elinor Ostrom, the co-operative theorist who won the Nobel Prize for Economics along with Oliver Williamson in 2009 for her pioneering work on communities and ‘shared commons’, has demonstrated a radically different way of thinking about wealth creation and distribution.

## **An inequality of wealth**

**“The UK is the country with the fourth largest gap between the richest and the poorest people.”**

*The Equality Trust, 2009*

Equality of wealth dramatically affects society. Where the inequality gap within society is greater, life expectancy and child wellbeing is lower and health and social problems, including mental health, obesity and drug use, are higher.

The reason that we have a high level of inequality in the UK is that we have a culture which tolerates it. We are judged on where you are in relation to others and by the material possessions you own.

To improve the quality of social relationships and the development of harmonious and sustainable societies we must co-operate to address inequalities in wealth.

### **If the UK were more equal, we'd be better off as a population.**

Evidence suggests that if we halved inequality in the UK:

- Murder rates would **halve**
- Mental illness would **reduce by two thirds**
- Obesity would **halve**
- Imprisonment would **reduce by 80%**
- Teen births would **reduce by 80%**
- Levels of trust would **increase by 85%**

*Richard Wilkinson and Kate Pickett, The Spirit Level, 2009*

## Addressing climate change

“The countries of the world must act now, act together and act differently on climate change.”

*World Bank President Robert B. Zoellick, World Development Report 2010*

To deal with climate change we need co-operation and agreement on the ways in which we support the single planet that we all share. If high-income countries work together to reduce their emissions this will stimulate innovation and the demand for new technologies that are needed to grow at the rate needed to tackle climate change. Co-operation enables us to take the most effective action for the longer term, not only reducing our consumption of precious resources by sharing but also by working together at all levels to create global and national mandates to accelerate a framework for change.

## Relieving pressure on public services

As public services come under pressure from greater levels of demand, a diminishing budget and concerns about the responsiveness of delivery, the co-operative approach is receiving increasing attention as a model that seeks to deliver high quality, responsive public services based on ‘cost saving through prevention’ rather than on income generation.

## Consumer activism and declining trust

As consumer trust towards businesses diminishes, consumers are co-operating more to share their experiences with each other. From seeking out recommendations for the best company or best value product, consumers are taking the lead in co-operation to seek transparency and evidence from an organisation as to its governance, its social, environment and economic agendas. It is not surprising that more and more businesses are emulating co-operatives, trying to find ways to get their customers involved in decision making and idea generation.

“The proportion of customers who speak out critically to people they know, to punish companies that they distrust, has increased from 68% from before the credit crunch to 82% today.”

*Ed Mayo, A Dog Helps Dog World, 2009*

## British business back on its feet

“Around 80% of the wealth generated today stems from the shared knowledge, infrastructure and assets that we inherit from previous eras.

*Herbert Simon, Nobel Prize winning economist*

There is a growing recognition of what makes for business excellence – a clear mission, better services and products, giving consumers power, nicer places to work, engaged staff, less social and environmental harm. There is good practice on some or other of these elements in many a workplace, but taken together, they are what many people would describe as a co-operative.

**It is likely that we will see 20 million people – displaced by sudden onset climate related disasters in 2010, and the threat of displacement is growing because of climate change.**

**— Oxfam**

**There is a statistically important link between financial performance and the effective management and governance of environmental and social issues.**

**— IPSOS MORI research for Business in the Community, 2010**

# The co-operative economy 2010

“The UK economy – as with most economies in the developed world – is largely driven by businesses that are owned by investors and for many decades the profit motive has been its driving-force.

While this ownership model provides a powerful driver, it also creates a problem. Being effective at delivering private benefit is all very well, but an economy based on the quest for the private benefit of some does not seek the common good of all.

The co-operative economy aims for greater community-based business ownership and the active engagement of a wider group of interests in owning and running socially-relevant enterprises. Significant change will only happen if there is a social movement with sufficient support to make it happen.”

*Cliff Mills, Funding the future: an alternative to capitalism, 2009*

There are co-operatives working in nearly every sector of the UK economy. They range from large businesses trading in retail, finance and agriculture to many, many small and medium sized co-operatives operating in everything from the creative industries to community regeneration.

Co-operatives UK has published an annual review since 2007. It shows that the size of the co-operative economy continues to grow, with more co-operative businesses going from strength to strength and helping to tackle the UK's biggest challenges.

## Across the UK

12.9m

Members

£33.5bn

Turnover

4,992

Co-operative businesses

237,800

Number of jobs

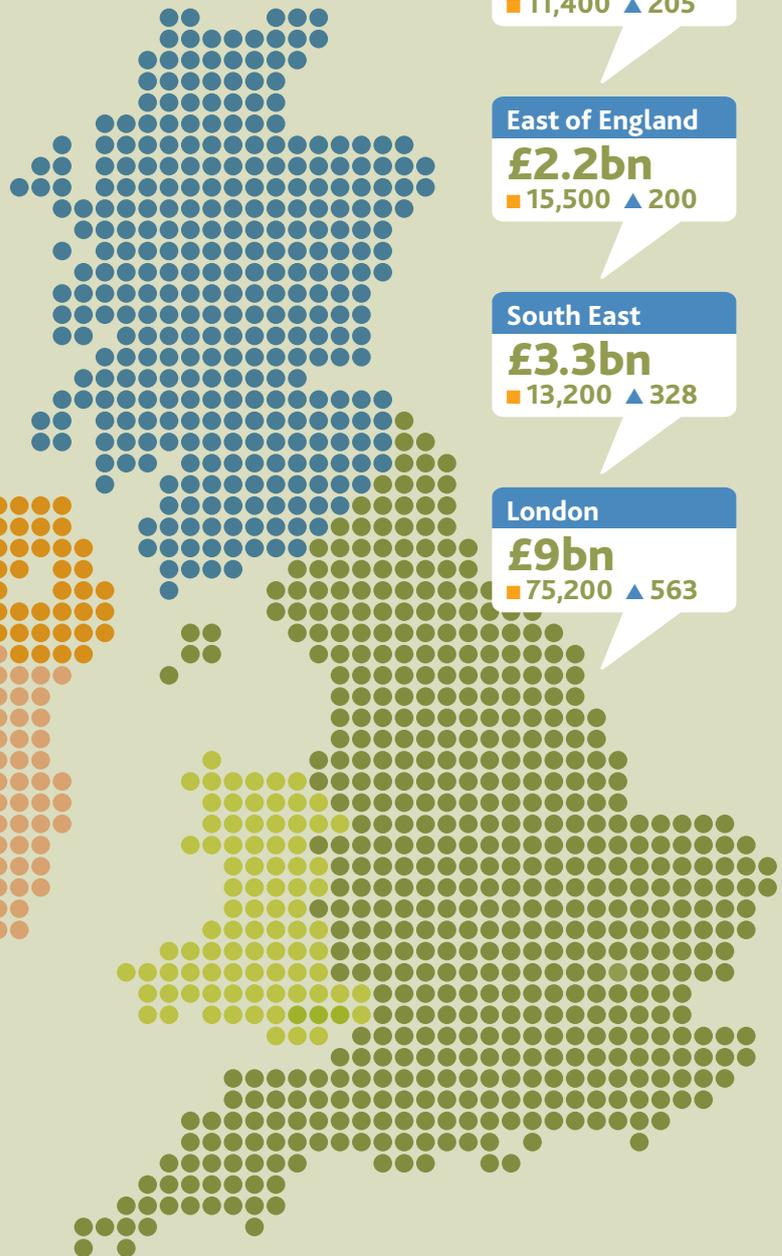
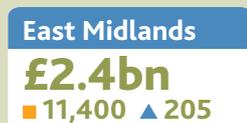
The UK co-operative economy is part of a successful global movement that makes a difference to tens of millions of people around the world. There are more than 800 million members of co-operatives in the world, which between them employ over 100 million people – that's 20% more than multinational enterprises. The largest 300 co-operatives in the world have a turnover of \$1.1 trillion, nearly the size of the Spanish economy. Co-operatives from every region across the world come together to provide mutual support through the International Co-operative Alliance.

## Regions and devolved nations

Co-operatives are thriving across the country. In all the regions and devolved nations of the UK, co-operatives are giving people ownership of the enterprises that affect them whilst sharing profits amongst communities, customers and employees.

The figures pulled out show the total sector turnover per region as at November 2009.

■ Total employees ▲ The number of co-operatives



## Contribution to business

There are 4,992 co-operative businesses in the UK with a turnover of £33.5bn. From businesses with a multimillion pound turnover to new start ups, co-operative businesses are established on the principles of shared ownership, shared profits and a shared voice.

### Driven by customers

Some of the most established and successful businesses are the consumer owned co-operatives that trade across a range of businesses, from food and farming to funeralcare and pharmacies.

As businesses controlled by their customers and guided by clear social goals, consumer owned co-operatives are a different way of doing business

The Co-operative Group, the largest consumer owned business in the world, is going from strength to strength with its recent acquisitions of Somerfield in its retail business and merger with Britannia in its financial business.



### Driven by staff

Whether it's Suma or John Lewis, worker co-operatives and employee owned businesses put their key assets, their staff, in control of the business.

There are 439 worker co-operatives and employee owned business with a turnover of £8.67bn. 71,000 staff benefit from membership of worker co-operatives and employee owned businesses.

In the UK, worker co-operatives and employee-owned businesses report far lower levels of staff turnover compared to sectoral averages, whilst employee ownership is associated with higher levels of collective responsibility and peer pressure.

#### Co-operation, 21st century skills needed to compete effectively

There is a spectrum of co-operation in every business. It is not that every business should be a co-operative but every business can benefit by being more co-operative.

Effective co-operation has never been more crucial to success. Technology is making communication ubiquitous and economical decision making processes built around collaboration one of the most useful skills of the 21st century. Business processes are dependent on purposeful co-operation and every business would benefit from being more co-operative.

Almost one in four workers in the UK (23%) say that they are not engaged in their workplace – a figure that is one third higher than in comparable countries such as Canada, USA, Germany and the Netherlands. The result, proven time after time in research, is that these businesses lose out because they are less productive and they are less competitive. The annual economic cost of lower co-operation in the UK now stands at £36bn.

## Contribution to financial services

The co-operative model of financial services brings competition to a crowded market, the ability to take a longer term view on financial issues affecting members and the principles needed to provide services to a diverse range of people in society.

"Mutuality may do a better job of aligning stakeholder incentives than some alternative forms of corporate governance. Thrift, mutuality and relationship building have long underpinned banking ... these principles went missing in the run-up to the present crisis. The costs of that vanishing act are now all too apparent. In rebuilding the financial system, to create one which is both stable and better able to meet the needs of the real economy, these principles need to be rediscovered. They offer a tried and tested – indeed, trusted – roadmap for the period ahead."

*Andrew Haldane, Bank of England, 2010*

The co-operative model in financial services acts as an antidote to a market where there is a lack of competition, inefficient and excessive charges and a high cost of misselling. It is no surprise that savings in ABCUL credit unions grew by 15% in 2008–2009. Credit unions, as financial co-operatives, play an important and growing role – the membership of credit unions has tripled over the last ten years. One in five people in Glasgow is now a member of a credit union.

### Co-operative Financial Services

CFS includes the Co-operative Bank, Co-operative Insurance and Co-operative Investments. It is a pioneering business delivering sustainable financial services for members and society. The Co-operative Financial Services has 6.5million customers.

Winner of the Financial Times Sustainable Bank of the Year Award 2010, Co-operative Financial Services was voted Responsible Retailer of the Year – for the third year running. Alongside co-operatives, and so excluded from the sectoral figures above, are wider mutual organisations, including building societies and mutual insurers.

£11bn is the estimated cost over the last year to consumers of lower rates of saving and higher rates of interest on loans due to lack of competition, misselling, excess charges and the erosion of mutual models of finance.

#### Credit unions

**716**

Credit Unions in the UK

**1.1m**

Members

**1,000**

Number of employees

Credit Unions provide current accounts, savings and loans to communities and workplaces across the country.

#### Building societies

**55**

Number of building societies

**£359bn**

Total assets

**£265.5bn**

Mortgage assets

**£231bn**

Savings balances

**47,400**

Number of employees

#### Mutual insurers

**£78bn**

Total assets

**£4.6bn**

Total premiums

**12,900**

Number of employees

Provide insurance products and savings based on the needs of their members.

## Contribution to agriculture

As the cost of land and natural resources rise whilst the price consumers are willing to pay for food falls, there's little doubt that British farmers are in one of today's most competitive markets.

Agricultural co-operatives are helping farmers sustain their livelihood. Whether it's enabling them to sell their produce or to share machinery, there's no doubt that many farmers are in business only because they are members of a co-operative.

"Agricultural co-operatives play a pivotal role in sustaining and developing the agricultural sector in UK. They enable their members to secure extra value through improvements in primary production practices and technology; economies of scale; the ability to engage pro-actively in the supply chain process and the opportunity to compete globally."

*David Button, Chair, Co-operatives UK*



## Contribution to public services

### Schools

The co-operative model offers schools a compelling structure, offering stakeholders the opportunity to be involved in the running of their school. It is a model which combines the institutional partners working for the benefit of the school with community involvement through co-operative membership, whilst also bringing co-operative values into today's education system.

"Over the last two years, there has been an uptake of schools converting to co-operative status. While it is early days in terms of evaluation, co-operative schools themselves, and their parents, appear to be enthusiastic supporters. In principle, co-operative schools have the potential to harness the degree of independence claimed for trust schools while avoiding the accountability gap that characterises a number of non-profit or social enterprise providers, which ultimately answer to themselves rather than an enfranchised set of stakeholders."

*John Craig, Matthew Horne and Denis Morgan, The Engagement Ethic, Innovation Unit, 2010*

### Co-operative schools

64

Existing schools

200

Predicted by 2011

A recent Ofsted report on Sir Thomas Boughy School, Stoke on Trent, testified to the difference that a co-operative rather than a competitive culture makes: "The school's specialism of business and the co-operative movement's support chime with its ethos of equality, fairness and sustainability, and permeate all that it does. Community cohesion is a strength of the school and is integral to its specialism of business and the Co-operative movement. This has helped the school develop strong links locally, nationally and internationally."

### Housing

“From our National Conversation we established that some of the most satisfied tenants live in co-operative housing. We... look forward to exploring the role of mutual and co-operative forms of housing in meeting the needs of prospective tenants.”

*Peter Marsh, Chief Executive, Tenants Service Authority*

A 2009 report, *Bringing Democracy Home*, by the independent Commission on Co-operative and Mutual Housing, focusing on England outlines the benefits of co-operative housing, from tenants satisfaction to their environmental benefits, their ability to build the capacity of tenants and the strong communities they create. For example, 88% are satisfied tenants, as opposed to 77% of tenants in housing associations and social housing.

The Commission's report calls for opportunities to live in co-operative and mutual housing to be available for all towns, villages and communities by 2030.

### Housing co-operatives

671

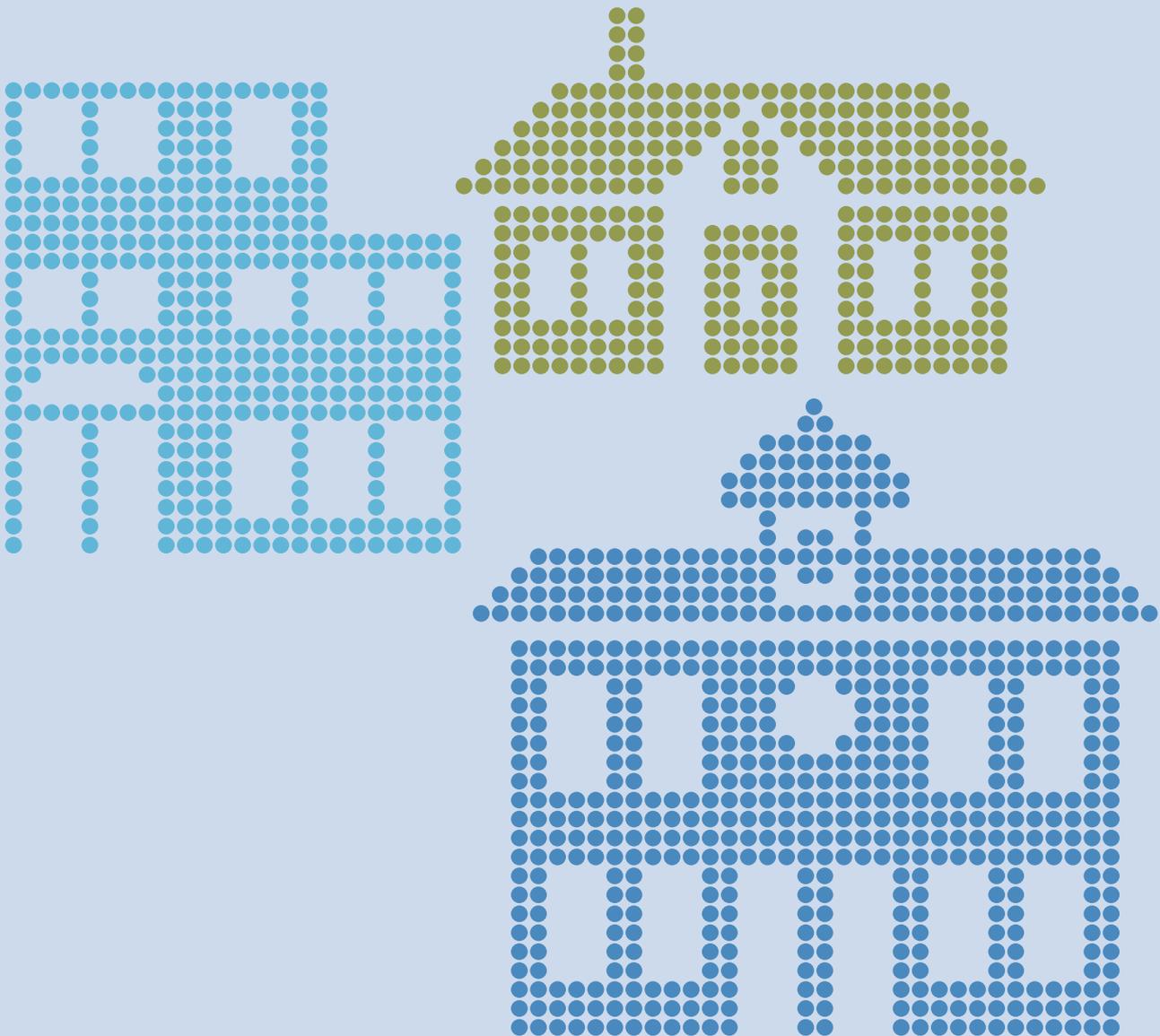
Number of housing co-operatives

63,000

Number of members

£136.5m

Turnover



## Contribution to the community

The co-operative model of business is extraordinarily flexible. It allows villages and towns to make a success of shops threatened with closure, communities to reopen pubs that are closed, fans to own their football clubs and residents to benefit collectively from renewable energy developments. At the heart of this success are the fundamental values of equality, democracy and participation.

### Community shops

"The importance of fundamental hubs like shops and pubs in rural and urban communities cannot be overstated. As well as providing the service that you would expect of a shop and a pub, they also offer a vital social environment where members of the community can come together to meet and socialise.

Communities around the country are getting together to stop the closure of their local shops and now is the time for communities to turn their attention and energies to providing a lifeline to endangered pubs."

*Julian Ross and Ed Mayo, Calling time on pub closures, 2010*

1,000 rural shop closures are predicted for the year ahead. Community ownership as a co-operative, as featured in BBC Radio's *The Archers*, is proving to be a resilient alternative.

In 2009, 38 local economies were saved as village shops due to close were taken over as co-operatives by local residents. There are now 241 community-owned shops in the UK.

### Pubs

During 2010 it is predicted that some 2,700 pubs are likely to close, which amounts to one pub closing every three hours. As the hub of the life of many of villages, this has big consequences for the local community. Communities coming together to invest in and take over their local pub is an innovative and growing solution to the local pubs crisis.

Salford residents, for example, were given three weeks notice of their local pub closing. So they came together to raise the funds to buy *The Star Inn* as a co-operative, saving their local pub and keeping the barwoman's job of 30 years.

#### Community co-operatives

428

Communities

293,000

Members

£30.7m

Turnover

Communities all over the UK are using co-operation to take ownership and control.

#### Pub closures

2009 2,400

2008 1,866

2007 1,409

2006 306

## Sport

“Every sports club must balance economic and sporting goals with those as a business and cultural institution. The co-operative model in sport ownership allows this balance to be resolved.”

*Dave Boyle, Chief Executive, Supporters Direct*

Football and sports have immense value for our culture and our community, yet are attempted to be run in a traditionally commercial way. From community owned rugby clubs to fan owned football clubs, the co-operative model is well placed to address the economic and governance issues being faced by the football clubs in all football leagues. Supporters’ trusts have brought £25 million of new finance into football and 70% of top five division football clubs have supporters’ trusts.

### The voice of the fans

83 per cent of Manchester United fans and 72 per cent of Liverpool fans who expressed an opinion felt their club would be in better hands if it was owned co-operatively. Across the country 56% of fans, who gave an opinion, feel the same way.

Manchester United supporters would be willing to invest an average of just over £600 each, to buy their club. If all the club’s supporters in Great Britain did this they would be able to raise £2.34 billion – more than enough to buy the club.

There’s a huge appetite out there to change the ownership of United.

— Duncan Drasdo, Manchester United Supporters Trust

### Supporters’ trusts

Supporters’ trusts are making a difference in football, rugby and rugby league.

**160+**

Number of supporters’ trusts

**15**

Fan owned or controlled clubs

**250,000**

Members

**£3.6m**

Turnover

## Renewable energy

Co-operatives have pioneered renewable energy in the UK – from large co-operatives like the Co-operative Group powering their stores with renewable energy to innovative businesses such as Dulas developing green technologies.

The co-operative model is providing communities with the means to invest in, own and benefit from new wind farm developments. There are currently nine community co-operatives owning wind farms in the UK, providing a great model of community power.

Westmill Wind Farm in Oxfordshire is entirely owned by around 2,500 members, largely drawn from the local community, who have between them invested £4.4 million.

### Wind farms

**6,700**

Members

**£2.5m**

Turnover

## Contribution to society

### Bringing choice and competition

We have more and more markets dominated by a handful of companies. Six companies in the energy market, five in mortgages, four in mobile phones, four in retail, two in payment systems, one in online advertising search ... in each case, a handful of companies control around seventy per cent or more of UK sales.

These are not the national champions of old, either. Increasingly, they are the same companies that dominate other markets internationally as well.

Consumers still want choice, but it should be of concern that the variations we can call on, of coffee, phone, food or finance, are supplied by a smaller number of companies. This 'hourglass economy' often turns on a small number of commercial buyers, the global giants, sourcing from millions of workers and small businesses and selling to millions of consumers. Co-operative models of business, based on producers or consumers working together, offer a welcome alternative to the reach of these global conglomerates.

### Pioneering ethical goods and services

Consumers are supporting ethical goods and services, many of which have been pioneered or supported by the co-operative sector. Sales of Fairtrade products have increased 30 fold in the UK over the past ten years, these are produce which give a premium to growers and producers in developing countries. During 2010, the sales of Fairtrade produce is expected to reach £1bn.

One in every two adults claim to buy a product for ethical reasons, compared to one in four in 1999.

Three out of every four Fairtrade products sold today come from co-operatives of small producers in poor countries. Some products, such as coffee and cocoa, are entirely sourced from small producer co-operatives, following the key principle of being democratically organisation. With many other products, co-operatives are still the majority producer, responsible for example for two of every three Fairtrade bananas sold today.

#### Co-operating through Fairtrade

Most Fairtrade products come from co-operatives of small farmers.

75%

Co-operative produced products

887,000

Smallholders benefiting through Fairtrade co-operatives

### Standing for fairness and equality

Recent research by Co-operatives UK reveals that just 36% of adults in the UK believe society to be fair. Just 10% of the UK population believe that the distribution of wealth in the UK is fair and 47% do not believe that everyone has an equal chance to get on in life.

Among the desire for greater fairness in society stands the co-operative model. For the UK public 75% of adults believe that co-operatives are fair and 79% understand that co-operatives share their profits.

#### Consumer spend on ethical products

£6bn

Ethical food and drink

£14.4bn

Ethical finance

£7bn

Green home products

£1.8bn

Ethical personal products

# Co-operating for a stronger future

Co-operatives work across the economy, from football to farming, finance to funeralcare.

They address some of the biggest challenges – from inequality and climate change to the changing nature of business and the economy.

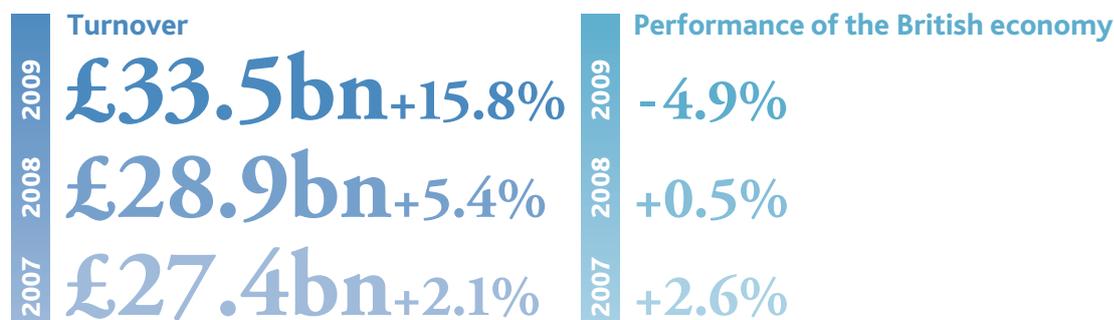
Like all businesses, co-operatives are not immune to the woes of the economy.

But, with its turnover, membership and the number of co-operatives continuing to rise, the co-operative economy is in good shape.

By enabling customers, employees and communities to work together, allowing them to control the business and share the profits, co-operatives provide a powerful alternative.

# Trends in the co-operative economy

## TREND ONE: Turnover of the co-operative economy



**Overall growth: 24.6% or £6.6bn growth in turnover since 2006**

The last three years has been an incredible period of growth for the co-operative sector. A major reason for this has been the Co-operative Group's performance. The business has gone from strength to strength – its food business has acquired Somerfield and Co-operative Financial Services has merged with Britannia.

In addition, other large co-operatives and employee owned businesses such as John Lewis have seen steady increases in their turnover and profitability, whilst comparatively smaller businesses such as the Phone Co-op, Edinburgh Bicycle Co-operative and Dulas have experienced rapid growth. The growth of the co-operative sector is all the more startling given the state of the economy as a whole over the last few years. The financial crisis has led to the economy not just slowing but contracting – growing 2.6% in 2007, just 0.5% in 2008 and falling 4.9% in 2009. Whilst the economy as a whole comes to a standstill, the co-operative economy continues to grow despite these difficult times.

## TREND TWO: Membership of co-operatives



**Overall growth: 17.8% growth in members since 2006**

**That's two million more members in three years**

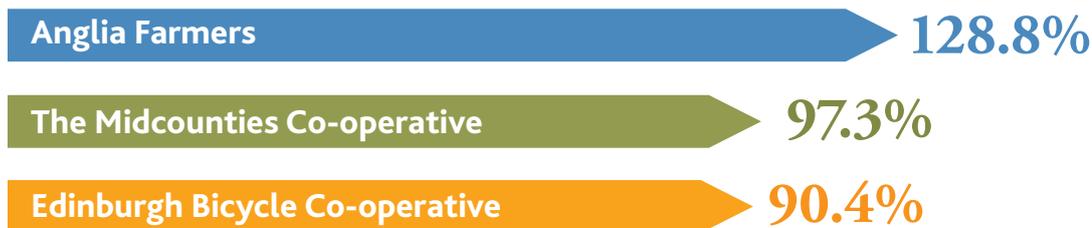
Members are the lifeblood of co-operatives. Whether they are customers, employees or the local community, co-operatives work to deliver benefits to their members.

Popular understanding of membership is changing – many reward card schemes now describe customers as members for example – so it's encouraging to see that, despite this, more and more people are becoming members and taking ownership and control of the businesses they use and work for.

Why? The rise is partly due to the reinvigoration of membership by larger consumer co-operatives which are emphasising the benefits and importance of membership. It is also a consequence of the number of community co-operatives bubbling up, with communities using membership to help them to own and control local services like their shop, sports club or pub.

#### Fastest risers in the UK 100

##### Growth in membership



Of the Co-operatives UK 100, these co-operatives have seen an incredible rise in membership over the last three years. Anglia Farmers is one of the fastest growing and most successful agricultural co-operatives. Not surprisingly, given the benefits of agricultural co-operatives, it has increased the number of farmers wanting to become members to 1,833. The Midcounties Co-operative has undertaken a successful membership campaign, increasing its membership to 521,000 of its customers. Edinburgh Bicycle Co-operative is a worker co-operative. Due to rapid expansion and a drive to get workers into membership, the number of members has grown to 99. (Note: because of time lags in data reporting on membership numbers across different co-operatives, the three years here are 2006–2008.)

#### TREND THREE: Number of co-operatives



#### Overall: 14.2% rise in co-operatives since 2006

The number of co-operatives in the UK continues to grow. As might be expected from the co-operative business model, many of the new co-operatives are addressing needs faced by groups of people – new community owned shops for example, green energy co-operatives and co-operatives to take control of sport. But the new co-operatives also reflect the wider business environment – the knowledge economy and creative industries are growing, and it is freelancers and creatives who are setting up new co-operatives.

#### £100 billion of UK mutuality

Co-operatives are a successful part of a wider sector of mutual enterprises, from building societies and friendly societies through to mutual insurers. Taken together, our analysis shows that co-operative growth, alongside figures for other mutual sectors compiled by Mutuo, means that the UK mutual sector has exceeded £100 billion of turnover over the last twelve months for the very first time.

# Performance and key data for co-operative sectors

In order to promote, develop and unite co-operative enterprises, Co-operatives UK has, since 2007, produced the most comprehensive review of the co-operative sector of the UK economy.

Overseen the by members of Co-operatives UK through its Co-operative Performance Committee, the review maps the size of the sector in terms of financial returns, membership and other key performance indicators.

Not only does this provide a valuable service to members, mapping and ranking the performance of co-operatives and enabling businesses to benchmark against one another. The review also allows Co-operatives UK to demonstrate the scope and the contribution of the co-operative sector to the UK economy.

## Co-operative UK 100

Co-operatives UK has developed the Co-operative UK 100, which ranks co-operatives by turnover. It builds on the work of the International Co-operative Alliance which, in October 2006, published a global listing of the world's top 300 co-operative and mutual businesses.

**TABLE 1: The Co-operative UK 100**

TY Rank		Organisation Name	Industry Sector	Turnover £s	Website
2008	2007				
1	1	the Co-operative Group	Retailing, banking and insurance	10,535,200,000	www.co-operative.coop
2	2	John Lewis Partnership PLC	Retailing	7,421,500,000	www.johnlewispartnership.co.uk
3	3	Midlands Co-operative Society	Retailing	899,973,000	www.midlandscs.co.uk
4	4	The Midcounties Co-operative	Retailing	748,419,000	www.midcounties.coop
5	5	First Milk	Agriculture and Food	581,124,000	www.first-milk.co.uk
6	7	Milk Link	Agriculture and Food	547,012,000	www.milklink.com
7	6	National Merchant Buying Society	Building Industry supply	545,526,326	www.nmbs.co.uk
8	10	Openfield Group	Agriculture Grain Marketing	502,466,000	www.openfield.co.uk
9	8	East of England Co-operative Society	Retailing	431,324,000	www.eastofengland.coop
10	9	Scottish Midland Co-operative Society	Retailing	387,049,000	www.scotmid.coop
11	12	Anglia Regional Co-operative Society	Retailing	359,133,000	www.arcs.co.uk
12	-	Simplyhealth Group	Healthcare	333,500,000	www.simplyhealth.co.uk
13	11	United Dairy Farmers	Agriculture and Food	317,236,000	www.utdni.co.uk
14	13	Fane Valley Co-operative Society	Agriculture and Food	249,714,449	www.fanevalley.co.uk
15	17	Mole Valley Farmers	Agricultural supply	243,361,000	www.molevalleyfarmers.com
16	14	Lincolnshire Co-operative	Retailing	235,640,000	www.lincolnshire.coop
17	15	Southern Co-operatives	Retailing	220,170,000	www.southern.coop
18	16	ANM Group	Agriculture, Food and Livestock Marketing	206,021,000	www.goanm.co.uk
19	19	Scott Bader Company	Manufacture of plastics	177,421,000	www.scottbader.com
20	21	Tullis Russell Group	Manufacture of Paper and Paperboard	153,317,000	www.tullis-russell.co.uk
21	22	The Channel Islands Co-operative Society	Retailing	151,811,000	www.ci-cooperative.com
22	20	Anglia Farmers	Agricultural supply	145,738,227	www.angliafarmers.co.uk
23	26	Organic Milk Suppliers Co-operative	Agriculture and Food	105,358,000	www.omscs.co.uk
24	29	Agricultural Central Trading	Agricultural supply	99,374,403	www.actionfarm.co.uk
25	-	Atlasfram Group	Agricultural Crop Marketing	97,502,373	www.atlasfram.co.uk
26	27	Woldmarsh Producers	Agricultural supply	91,553,152	www.woldmarsh.com
27	32	Cornwall Farmers	Agricultural supply	84,078,247	www.cornwallfarmers.co.uk
28	24	Housing Finance Corporation	Financial intermediary	83,328,000	www.thfcorp.com
29	25	Heart of England Co-operative Society	Retailing	80,986,000	www.21stcentury.coop
30	28	Greenwich Leisure	Leisure	71,263,053	www.gll.org.uk
31	30	International Exhibition Co-operative Wine Society	Specialised Retailer	66,749,317	www.thewinesociety.com
32	-	Benenden Healthcare Society	Healthcare	65,705,000	www.benenden.org.uk
33	33	Chelmsford Star Co-operative Society	Retailing	64,267,052	www.chelmsfordstar.coop
34	31	United Farmers	Agricultural supply	63,592,966	www.unitedfarmers.co.uk
35	38	Brandsby Agricultural Trading Association	Agricultural supply	59,991,232	www.bataltd.co.uk
36	34	Farmway	Agricultural supply	55,523,630	www.farmway.co.uk
37	41	Long Clawson Dairy	Agriculture and Food	54,594,380	www.clawson.co.uk
38	36	Scotlean Pigs	Agricultural Livestock Marketing	51,635,319	www.scotlean.co.uk
39	37	Ballyrashane Co-operative Agricultural and Dairy Society (1990)	Agriculture and Food	51,154,669	-
40	35	Owner-Drivers Radio Taxi Service	Transport	49,491,000	www.dialacab.co.uk
41	56	United Oilseed Marketing	Agriculture Crop Marketing	40,528,154	www.unitedoilseeds.co.uk
42	46	Tarff Valley Limited	Agricultural supply	40,168,542	www.tarffvalley.co.uk
43	39	South Caernarvon Creameries	Agriculture and Food	40,121,000	www.sccwales.co.uk
44	43	Clynderwen and Cardiganshire Farmers	Agricultural supply	39,843,508	www.ccfagri.co.uk
45	42	Yorkshire Farmers Livestock Marketing	Agriculture Livestock Marketing	38,350,287	www.yorkshirefarmers.co.uk
46	-	Speciality Produce	Agriculture and Food	36,883,803	-
47	48	The Asplins Producer Organisation	Agriculture and Food	35,280,434	www.asplinspo.com
48	53	South Armagh Farming Enterprises	Agricultural supply	32,831,833	-
49	44	Scottish Pig Producers Limited	Agriculture Livestock Marketing	32,800,000	-

TY Rank		Organisation Name	Industry Sector	Turnover £s	Website
2008	2007				
50	40	The Berryworld Producers Organisation	Agriculture and Food	32,000,000	www.theberryworldpo.co.uk
51	45	UIA (Insurance)	Insurance	27,541,000	www.uia.co.uk
52	54	Ringlink (Scotland)	Agriculture Machinery Ring	26,016,016	www.ringlinkscotland.co.uk
53	51	Suma Wholefoods	Wholefood Wholesale	24,711,914	www.suma.coop
54	52	Tamworth Co-operative Society	Retailing	23,996,000	www.tamworth.coop
55	–	Surrey County Cricket Club	Sporting	23,961,643	www.britoval.com
56	60	Society of Growers of Topfruit	Agriculture	23,922,736	www.sgtfruit.com
57	57	Carmarthen and Pumpsaint Farmers	Agricultural supply	23,604,331	www.cpf ltd.co.uk
58	–	Health Stores (Wholesale) and Distribution	Healthfood Wholesale	22,515,969	www.thehealthstore.co.uk
59	72	North Country Primestock	Agriculture Livestock Marketing	21,656,246	www.ncp.uk.com
60	58	BAKO (Western)	Food distribution and supply	21,550,349	www.bako.co.uk
61	49	W R Swann & Co.	Manufacture of surgical equipment	21,426,191	www.swann-morton.com
62	47	CWG	Agricultural supply	21,102,096	www.cwg.co.uk
63	50	Bedfordshire Growers	Agriculture Crop Marketing	20,802,925	www.bedgrow.co.uk
64	59	H F Holidays	Leisure	19,437,000	www.hfholidays.co.uk
65	61	Radstock Co-operative Society	Retailing	19,009,804	www.radstock-co-op.com
66	63	Accent Corporate Services	Financial intermediary and consultancy	17,595,000	www.accentgroup.org
67	67	Hay and Brecon Farmers	Agricultural supply	16,036,317	www.hayandbrecon.com
68	69	East of Scotland Farmers	Agricultural supply and marketing	15,581,362	www.eosf.co.uk
69	64	Clydebank Co-operative Society	Retailing	15,110,818	–
70	65	Glenfarm Holdings and Food Wastes	Agriculture Rendering of Animals	14,956,000	www.glenfarm.co.uk
71	70	Penrith Co-operative Society	Retailing	14,539,905	www.penrithco-op.co.uk
72	68	Infinity Foods Co-operative	Wholefood Wholesale	14,268,164	www.infinityfoods.co.uk
73	80	Aspatria Farmers	Agricultural supply	14,143,916	www.aspatriafarmers.co.uk
74	–	South West Lancashire Farmers	Agricultural supply	14,100,182	www.swlf.co.uk
75	71	Wycombe Leisure	Leisure	13,819,157	www.nexuscommunity.org
76	87	The Green Pea Company	Agricultural Crop Marketing	13,767,605	–
77	91	Coastal Grains Marketing	Agriculture Crop Marketing	13,637,758	–
78	74	Co-operative Development Society	Housing	13,527,586	www.cds.coop
79	78	Fivemiletown & Brookborough Co-operative Agriculture and Dairy Society	Agriculture and Food	13,194,717	www.fivemiletown.com
80	75	Torridge Vale	Agriculture and Food	13,084,256	–
81	66	WRC Plc	Natural Sciences Research and Development	12,700,000	www.wrcplc.co.uk
82	77	Humber Grain	Agriculture Crop Marketing	12,494,286	–
83	79	UBH International	Manufacturing	12,466,125	www.ubh.co.uk
84	76	Essential Trading Co-operative	Wholefood Wholesale	12,370,203	www.essential-trading.coop
85	–	Lancashire County Cricket Club	Sporting	12,233,803	www.lccc.co.uk
86	73	Premier Vegetables	Agriculture Crop Marketing	12,166,763	–
87	85	Kent Wool Growers	Agricultural supply and marketing	12,034,626	www.k-w-g.co.uk
88	100	North East Grains	Agriculture Crop Marketing	11,621,694	–
89	95	Dulas Ltd	Engineering Consultancy	10,993,791	www.dulasltd.co.uk
90	89	Furness and South Cumberland Supply Association	Agricultural supply	10,789,972	www.furnesssupply.co.uk
91	83	Edinburgh Bicycle Co-operative	Specialised Retailer	10,105,359	www.edinburghbicycle.com
92	81	Orkney Auction Mart	Agriculture Livestock Marketing	9,947,453	www.orkneymart.co.uk
93	23	Berry Garden Growers	Agriculture and Food	9,831,613	www.kg growers.co.uk
94	88	Salford Community Leisure	Leisure	9,574,816	www.leisureinsalford.info
95	84	Welsh Bakers Buying Group	Food distribution and supply	9,505,565	www.bakowales.com
96	90	Augher Co-operative Agriculture and Dairy Society	Agricultural supply	9,466,603	–
97	94	Dungannon and District Co-operative Enterprises	Agricultural supply	9,127,084	–
98	93	Highland Grain Limited	Agriculture Crop Marketing	8,965,887	www.highlandgrain.co.uk
99	–	Weald Granary Limited	Agriculture Crop Marketing	8,824,706	www.wealdgranary.co.uk
100	82	East of Scotland Growers Limited	Agriculture Crop Marketing	8,772,153	www.eastofscotlandgrowers.co.uk

**Table 1 note:**

The Co-operative UK 100 is ranked by turnover for the 2008 trading year. The list includes the name of the co-operative, the industry sectors that it principally trades in, the ranking that has been calculated from the turnover in that year and its ranking in the previous year. Co-operatives that have ceased trading or are in administration/receivership since 2008 have been excluded from the list.

## The co-operative economy

**TABLE 2: The co-operative economy 2006–2009**

Turnover £'s			Members		
2006	26,868,000,000		2006	10,991,000	
2007	27,434,000,000		2007	10,809,000	
2008	28,905,000,000		2008	11,300,000	
2009	33,485,000,000	+15.8%	2009	12,951,000	+14.6%

Profit Before Tax £'s			Employees		
2006	797,000,000		2006	195,000	
2007	539,000,000		2007	237,000	
2008	539,800,000		2008	205,800	
2009	573,600,000	+6.3%	2009	237,870	+15.6%

Net Assets £'s			Number of co-operatives		
2006	8,480,000,000		2006	4,370	
2007	9,213,000,000		2007	4,735	
2008	9,708,000,000		2008	4,820	
2009	10,259,000,000	+5.7%	2009	4,992	+3.6%

**TABLE 3: The size of the co-operative economy**

	Number of co-operatives	Turnover – £'s	Profit – £'s	Profit % Turnover	Shareholders' funds – £'s	Members	Employees
Turnover over £5 million	159	32,452,232,064	504,024,001	1.6	8,573,439,589	10,278,825	232,859
Turnover £1 million – £5 million	204	450,149,263	24,920,210	5.5	643,091,871	251,020	1,498
Turnover £500 000 – £1 million	235	160,011,065	13,353,013	8.3	333,008,731	308,621	422
Turnover £250 000 – £500 000	524	179,520,622	8,923,742	5.0	334,076,576	400,651	415
Turnover £100 000 – £250 000	824	136,776,555	7,083,284	5.2	206,356,971	342,197	461
Turnover £25 000 – £100 000	670	39,457,452	3,462,109	8.8	85,482,993	121,194	542
Turnover below £25 000	813	7,023,468	412,865	5.9	28,595,343	106,205	156
No turnover identified	1,563	–	-5,887,642	–	-8,757,058	447,137	500
Credit Unions (FSA data)		60,301,000	17,317,000	–	63,293,000	694,756	1,017
<b>Total</b>	<b>4,992</b>	<b>33,485,471,489</b>	<b>573,608,583</b>	<b>1.7</b>	<b>10,258,588,016</b>	<b>12,950,606</b>	<b>237,870</b>

## Consumer co-operatives

**TABLE 4: Consumer co-operatives' trading performance**  
For year ended September 2009/January 2010

Society	£'000	Turnover Total % increase/decrease	Like for like % increase/decrease
1 the Co-operative Group	13,673,800	33.6	5.0
2 Midlands	962,175	7.5	-1.4
3 Midcounties	787,271	5.2	5.0
4 East of England	426,318	-1.2	3.1
5 Scottish Midland	367,729	-3.2	1.6
6 Anglia	337,952	-4.1	-4.3
7 Southern	261,470	16.5	9.1
8 Lincolnshire	239,407	3.6	2.8
9 Channel Islands	160,486	5.7	4.0
10 Heart of England	84,870	4.8	4.5
11 Chelmsford Star	67,739	7.4	7.7
12 Tamworth	24,599	-0.5	4.3
13 Radstock	20,408	9.4	-0.4
14 Penrith	15,675	7.4	7.4
15 The Phone Co-op	8,341	9.1	9.1
16 Wooldale	2,285	-3.4	-3.4
17 Allendale	1,651	6.4	7.4
18 Coniston	828	0.0	2.5
19 Grosmont	221	8.6	8.6
<b>Total *</b>	<b>16,297,627</b>	<b>27.1</b>	<b>5.0</b>

**Table 4 notes:**

These statistics relate to Co-operatives UK members only, all other pages include other retail societies not in membership of Co-operatives UK. Societies are listed based on a 52 week trading year. Turnover is stated prior to adjustments for financial Reporting Standard 5 (Revenue Recognition) and also includes discontinued activities. Turnover changes are adjusted for differing length of corresponding period and incoming societies.

\* totals based on adjusting societies figures to a 52 week equivalent trading year and excluding wholesale trade between societies.

‡ Capital employed includes the cash used in the business.

**TABLE 5: Consumer co-operatives' performance 2005–2009**

	2009 £ mill	2008 £ mill	2007 £ mill	2006 £ mill	2005 £ mill
Turnover	16,319	12,848	12,677	12,440	12,815
Trading profit after depreciation	682	552	507	361	353
Trading profit before depreciation	1,067	844	783	624	599
Transfer to reserves	209	176	175	336	248
Share capital	200	191	188	206	205
Reserves	5,593	5,090	5,083	4,928	4,528

Return on capital employed – pre goodwill							
Trading	Trading including investment property	Trading profit/loss After depreciation		Trading profit/loss Before depreciation		Members	
%	%	£'000	% sales	£'000	% sales	000s	
9.8 †	9.3 †	550,093	5.1 ~	858,493	8.0 ~	5,939	
8.3	6.5	21,573	2.3	38,555	4.2	931	
11.4	9.9	19,268	2.9	29,729	4.5	589	
9.5	6.5	15,784	4.1	23,945	6.2	535	
11.6	8.9	10,236	3.2	18,928	5.9	239	
2.2	2.2	2,161	0.8	7,998	3.1	512	
20.6	17.9	9,046	3.7	15,735	6.5	93	
41.7	9.4	19,632	9.3	25,309	12.0	174	
23.2	18.9	14,924	9.9	18,254	12.1	108	
15.5	7.5	3,020	3.9	4,217	5.4	209	
9.7	9.8	1,408	3.0	2,571	5.4	62	
-2.7	-0.2	98	0.5	782	3.7	38	
8.4	4.3	297	1.6	875	4.6	7	
7.0	26.8	337	2.3	658	4.5	25	
10.3 ‡	10.3 ‡	36	0.5	95	1.3	8	
-3.1	-15.5	-28	-1.3	30	1.4	2	
-24.0	-0.9	-28	-1.8	-10	-0.7	1	
-6.7 ‡	-6.7 ‡	-12	-1.6	13	1.7	1	
17.7	17.7	1	0.5	2	1.1	-	
<b>10.0</b>	<b>9.1</b>	<b>682,147</b>	<b>4.6</b>	<b>1,066,401</b>	<b>7.2</b>	<b>9,472</b>	

† The figure for 2009 is lower than 2008 due to the recent purchase of Somerfield for £1.6bn and the transfer of engagements of Britannia Building society, which has meant that the capital employed figure which is the average net operating assets utilised in the previous 13 periods plus previously amortised intangibles has significantly increased. Whilst the business is being integrated, the ROCE is expected to be temporarily lower. However, going forward, the benefits of the acquisition are expected to see the ROCE increase beyond the levels achieved in 2008.

~ The trade profit figure before and after depreciation as a percentage of sales for 2009 is lower than 2008 due to the recent purchase of Somerfield and the transfer of engagements of Britannia Building Society.

**TABLE 6: Consumer co-operatives' key performance indicators 2005–2009**

	2009 £ mill	2008 £ mill	2007 £ mill	2006 £ mill	2005 £ mill
Return on Capital Employed Pre Goodwill (Exc Inv Property) %	10.0	10.9	n/a	n/a	n/a
Return on Capital Employed Pre Goodwill (inc Inv Property) %	9.1	8.8	n/a	n/a	n/a
Trade Profit after Depreciation % of Sales	4.6	4.8	4.2	3.1	3.0
Trade Profit before Depreciation % of Sales	7.2	7.4	6.6	5.3	5.0
Transfer to Reserves % of Sales	1.4	1.5	1.5	2.9	2.1
<b>Number of Societies</b>	<b>26</b>	<b>27</b>	<b>30</b>	<b>34</b>	<b>39</b>
<b>Membership (000's)</b>	<b>9,547</b>	<b>8,698</b>	<b>8,176</b>	<b>8,256</b>	<b>9,959</b>

## Worker co-operatives and employee owned businesses

**TABLE 7: Top 10 worker co-operatives**

		Web URL	Turnover – £'000s
1	Suma Wholefoods	<a href="http://www.suma.coop">www.suma.coop</a>	24,712
2	Infinity Foods Co-operative Limited	<a href="http://www.infinityfoods.co.uk">www.infinityfoods.co.uk</a>	14,268
3	Essential Trading Co-operative Limited	<a href="http://www.essential-trading.coop">www.essential-trading.coop</a>	12,370
4	Edinburgh Bicycle Co-operative Limited	<a href="http://www.edinburghbicycle.com">www.edinburghbicycle.com</a>	11,216
5	Dulas Ltd	<a href="http://www.dulasltd.co.uk">www.dulasltd.co.uk</a>	10,994
6	Scottish Wholefoods Collective Warehouse Limited	<a href="http://www.greencity.co.uk">www.greencity.co.uk</a>	4,654
7	Michael Jones Co-operative Limited	<a href="http://www.michaeljonesjeweller.co.uk">www.michaeljonesjeweller.co.uk</a>	4,326
8	Traffic Systems Co-operative Limited	<a href="http://www.trafficsystems.co.uk">www.trafficsystems.co.uk</a>	3,775
9	Unicorn Grocery Limited	<a href="http://www.unicorn-grocery.co.uk">www.unicorn-grocery.co.uk</a>	3,637
10	Equal Exchange Trading Ltd	<a href="http://www.equalexchange.co.uk">www.equalexchange.co.uk</a>	3,528

**TABLE 9: Top 10 employee owned businesses**

		Web URL	Turnover – £'000s
1	John Lewis Partnership PLC	<a href="http://www.johnlewispartnership.co.uk">www.johnlewispartnership.co.uk</a>	7,421,500
2	Arup Group Ltd	<a href="http://www.arup.com">www.arup.com</a>	725,638
3	Scott Bader Company Limited	<a href="http://www.scottbader.com">www.scottbader.com</a>	177,421
4	Tullis Russell Group	<a href="http://www.tullis-russell.co.uk">www.tullis-russell.co.uk</a>	153,317
5	UBH International Ltd	<a href="http://www.ubh.co.uk">www.ubh.co.uk</a>	12,466
6	Elmwood Design Limited	<a href="http://www.elmwood.co.uk">www.elmwood.co.uk</a>	8,157
7	St Lukes Communications Limited	<a href="http://www.stlukes.co.uk">www.stlukes.co.uk</a>	6,202
8	Herga Electric Limited	<a href="http://www.hegra.com">www.hegra.com</a>	5,084
9	Elphicks Limited	<a href="http://www.elphicks.co.uk">www.elphicks.co.uk</a>	4,626
10	Datrys Consulting Engineers Limited	<a href="http://www.datrysconsulting.coop">www.datrysconsulting.coop</a>	2,260

**TABLE 8: The size of worker co-operatives**

	Number of co-operatives	Turnover – £'s	Profit – £'s	Profit % turnover	Shareholders funds – £'s	Members	Employees
Turnover over £5 million	5	73,560,058	1,141,285	1.6	8,566,252	386	499
Turnover £1 million – £5 million	19	42,221,321	2,097,960	5.0	12,740,153	477	447
Turnover £500 000 – £1 million	10	7,300,070	10,989	0.2	3,006,289	158	151
Turnover £250 000 – £500 000	34	11,848,900	513,153	4.3	2,860,792	233	243
Turnover £100 000 – £250 000	48	7,538,607	395,848	5.3	1,449,228	254	221
Turnover £25 000 – £100 000	59	3,224,787	58,340	1.8	1,031,028	152	181
Turnover below £25 000	53	481,872	-11,296	-2.3	-112,926	123	75
No turnover identified	183	–	-172,708	–	4,360,161	265	239
<b>Total</b>	<b>411</b>	<b>146,175,614</b>	<b>4,033,572</b>	<b>2.9</b>	<b>33,900,977</b>	<b>2,048</b>	<b>2,056</b>

**TABLE 10: The size of employee owned businesses**

	Number of co-operatives	Turnover – £'s	Profit – £'s	Profit % turnover	Shareholders funds – £'s	Members	Employees
Turnover over £5 million	8	8,509,784,790	213,773,053	2.5	1,874,855,658	–	68,398
Turnover £1 million – £5 million	5	12,018,264	2,468,673	20.5	12,035,918	16	359
Turnover £500 000 – £1 million	1	791,314	57,517	7.3	761,116	–	–
Turnover £250 000 – £500 000	1	388,067	13,636	3.5	5,986	–	–
Turnover £100 000 – £250 000	–	–	–	–	–	–	–
Turnover £25 000 – £100 000	–	–	–	–	–	–	–
Turnover below £25 000	–	–	–	–	–	–	–
No turnover identified	13	–	344,446	–	7,254,939	–	148
<b>Total</b>	<b>28</b>	<b>8,522,982,435</b>	<b>216,657,325</b>	<b>2.5</b>	<b>1,894,913,617</b>	<b>16</b>	<b>68,905</b>

## Agricultural co-operatives

**TABLE 11: Top 10 agricultural co-operatives**

		Web URL	Turnover – £'000s
1	First Milk Limited	<a href="http://www.first-milk.co.uk">www.first-milk.co.uk</a>	581,124
2	Milk Link Limited	<a href="http://www.milklink.com">www.milklink.com</a>	547,012
3	Openfield Group Limited	<a href="http://www.openfield.co.uk">www.openfield.co.uk</a>	502,466
4	United Dairy Farmers Limited	<a href="http://www.utdni.co.uk">www.utdni.co.uk</a>	317,236
5	Fane Valley Co-operative Society Limited	<a href="http://www.fanevalley.co.uk">www.fanevalley.co.uk</a>	249,714
6	Mole Valley Farmers Limited	<a href="http://www.molevalleyfarmers.com">www.molevalleyfarmers.com</a>	243,361
7	ANM Group Limited	<a href="http://www.goanm.co.uk">www.goanm.co.uk</a>	206,021
8	Atlasfram Group Limited	<a href="http://www.framfarmers.co.uk">www.framfarmers.co.uk</a>	149,336
9	Woldmarsh Producers Limited	<a href="http://www.woldmarsh.com">www.woldmarsh.com</a>	146,280
10	Anglia Farmers Limited	<a href="http://www.angliafarmers.co.uk">www.angliafarmers.co.uk</a>	145,738

## Fishing co-operatives

**TABLE 13: Top 10 fishing co-operatives**

		Turnover – £'000s
1	Anglo-North Irish Fish Producers Organisation Limited	5,190
2	Orkney Fishermen's Society Limited	4,926
3	Fishermen's Mutual Association (Pittenweem) Limited	4,419
4	Fishermen's Mutual Association (Eyemouth) Limited	3,475
5	Tarbert-Argyll Fishermen Limited	2,546
6	West Side Fishermen Limited	2,510
7	Mallaig Fishermen's Co-operative Limited	2,411
8	Lough Neagh Fishermen's Co-operative Society Limited	2,307
9	North East of Scotland Fishermen's Organisation Limited	1,389
10	MarineCo Limited	1,136

**TABLE 12: The size of agricultural co-operatives**

	Number of co-operatives	Turnover – £'s	Profit – £'s	Profit % turnover	Shareholders funds – £'s	Members	Employees
Turnover over £5 million	77	4,692,624,106	14,869,625	0.3	393,828,210	91,622	6,241
Turnover £1 million – £5 million	74	157,639,506	2,159,422	1.4	30,410,586	25,582	190
Turnover £500 000 – £1 million	31	22,476,818	2,648,347	11.8	12,779,468	2,864	77
Turnover £250 000 – £500 000	26	9,306,990	687,916	7.4	7,353,963	4,833	10
Turnover £100 000 – £250 000	23	4,169,114	76,884	1.8	2,300,158	8,576	29
Turnover £25 000 – £100 000	41	2,324,964	141,093	6.1	3,414,844	5,770	14
Turnover below £25 000	85	730,784	-21,786	-3.0	3,292,128	12,393	3
No turnover identified	85	–	-221,512	–	3,286,616	3,513	21
<b>Total</b>	<b>442</b>	<b>4,889,272,282</b>	<b>20,339,989</b>	<b>0.4</b>	<b>456,665,973</b>	<b>155,153</b>	<b>6,585</b>

**TABLE 14: The size of fishing co-operatives**

	Number of co-operatives	Turnover – £'s	Profit – £'s	Profit % turnover	Shareholders funds – £'s	Members	Employees
Turnover £1 million – £5 million	11	27,229,995	355,957	1.3	15,310,726	1,679	75
Turnover £500 000 – £1 million	7	4,966,157	685,934	13.8	4,970,049	337	10
Turnover £250 000 – £500 000	3	939,568	141,608	15.1	919,755	132	2
Turnover £100 000 – £250 000	8	1,450,184	95,438	6.6	2,098,075	1,141	14
Turnover £25 000 – £100 000	8	419,168	-1,879	-0.4	342,439	363	8
Turnover below £25 000	26	196,068	41,378	21.1	407,963	1,030	4
No turnover identified	3	–	9,001	–	37,416	–	–
<b>Total</b>	<b>67</b>	<b>40,391,407</b>	<b>1,386,942</b>	<b>3.4</b>	<b>25,340,230</b>	<b>4,691</b>	<b>113</b>

## Housing co-operatives

**TABLE 15: Top 10 housing co-operatives**

		Turnover – £'000s
1	Co-operative Development Society Limited	11,753
2	Cynon Taf Community Housing (2007) Limited	7,327
3	Tenants First Housing Co-operative Limited	4,767
4	Co-op Homes (South) Limited	2,958
5	Caterpillar Housing Co-operative Limited	2,842
6	Belle Isle Tenant Management Organisation Limited	2,776
7	Mulberry Housing Co-operative Limited	2,642
8	Rosehill Housing Co-operative Limited	2,575
9	Lochfield Park Co-operative Limited	2,301
10	Mace Housing Co-operative Limited	2,119

## Supporters' trusts

**TABLE 17: Top 10 supporters' trusts**

		Web URL	Turnover – £'000s
1	F C United Limited	<a href="http://www.fc-utd.co.uk">www.fc-utd.co.uk</a>	504
2	Clyde Supporters Limited	<a href="http://www.clydetrust.org">www.clydetrust.org</a>	204
3	Wimbledon Football Club Supporters' Society Limited		131
4	Scarborough Athletic FC Society Limited		130
5	Exeter City AFC Supporters Society Limited	<a href="http://www.ecfcst.org.uk">www.ecfcst.org.uk</a>	125
6	Lincoln City Supporters' Society Limited		112
7	I-MUST Limited		105
8	Brentford Football Community Society Limited	<a href="http://www.beesunited.org.uk">www.beesunited.org.uk</a>	94
9	Kingsholm Supporters Mutual Limited		85
10	Runcorn Linnets FC Limited		70

**TABLE 16: The size of housing co-operatives**

Turnover	Number of co-operatives	Turnover – £'s	Profit – £'s	Profit % turnover	Shareholders funds – £'s	Members	Employees	Number of units
Over £5 million	2	19,080,634	416,658	2.2	16,820,912	251	43	2,731
£1 million – £5 million	21	41,045,383	1,687,150	4.1	45,988,820	8,499	207	7,477
£500 000 – £1 million	33	23,678,305	1,460,707	6.2	63,919,938	9,152	74	4,684
£250 000 – £500 000	65	22,361,688	1,621,239	7.3	43,053,688	8,634	78	4,867
£100 000 – £250 000	133	21,215,357	2,837,934	13.4	35,416,123	8,979	45	4,891
£25 000 – £100 000	132	7,721,871	687,370	8.9	16,185,749	4,464	21	2,230
Below £25 000	155	1,394,109	83,688	6.0	7,089,587	22,551	24	1,006
No turnover identified	130	–	66,031	–	169,368	602	2	198
<b>Total</b>	<b>671</b>	<b>136,497,347</b>	<b>8,860,777</b>	<b>3.8</b>	<b>228,644,185</b>	<b>63,132</b>	<b>494</b>	<b>28,084</b>
Community Gateway Associations	6	167,864,758	32,110,109	19.1	69,332,904	10,003	313	–
<b>Total</b>	<b>677</b>	<b>304,362,105</b>	<b>40,970,886</b>	<b>13.4</b>	<b>297,977,089</b>	<b>73,135</b>	<b>807</b>	<b>28,084</b>

**TABLE 18: The size of supporters' trusts**

	Number of co-operatives	Turnover – £'s	Profit – £'s	Profit % turnover	Shareholders funds – £'s	Members	Employees
Turnover £500 000 – £1 million	1	504,283	-9,663	-1.9	179,665	2,093	3
Turnover £250 000 – £500 000	–	–	–	–	–	–	–
Turnover £100 000 – £250 000	6	806,290	178,745	22.2	1,241,371	37,243	–
Turnover £25 000 – £100 000	25	1,117,978	434,023	38.8	2,678,863	18,515	–
Turnover below £25 000	84	709,475	166,859	23.5	2,426,681	27,475	–
No turnover identified	38	–	3,395	–	155,604	2,226	–
<b>Total</b>	<b>154</b>	<b>3,138,026</b>	<b>773,359</b>	<b>24.5</b>	<b>6,682,184</b>	<b>87,552</b>	<b>3</b>

**Table 18 note:**

For consistency, membership figures exclude recent membership growth in supporters' trusts such as Manchester United Supporters' Trusts.

## Methodology and glossary of terms

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### Sources of data

Co-operatives UK database of co-operative enterprise has been compiled using the following sources of information:

- Annual returns submitted by Co-operatives UK members
- Annual returns submitted by Industrial and Provident Societies to the Financial Services Authority
- Annual returns and accounts submitted by Companies to Companies House
- Annual returns and accounts submitted by Industrial and Provident Societies and Companies to the Northern Ireland Registrar of Companies
- Annual returns made by Registered Social Landlords to the Housing Corporation and to Communities Scotland

### Turnover

Turnover is the value of income received from operations excluding income from grants and interest received from investments. The financial accounts submitted to Companies House by many co-operatives registered as Companies consist of a balance sheet only and a figure for turnover is therefore not available.

### Throughput

Where turnover is represented by commission, throughput is the total of the gross income on which the commission was earned.

### Profit before tax

The amount of profit after payment of all expenses and distributions, but before payment of corporation tax.

### Member/shareholder funds

The net assets comprising the value of share capital plus the accumulated reserves.

### Return on capital employed

ROCE is calculated as: Trading profit, after depreciation but before current amortisation of goodwill and adjusted for profits from investment profits divided by average of start and year end capital employed plus goodwill amortised since 1999.

Where: Capital employed is the sum of tangible and intangible assets, stock, debtors and prepayments, less creditors and provisions (but excluding deferred taxation).

### Numbers of worker co-operatives

The data held by Co-operatives UK on worker co-operatives was sourced primarily from the registration records transferred to Co-operatives UK from the Industrial and Common Ownership Movement (ICOM).

Co-operatives UK may be unaware of worker co-operatives registered as companies by other agencies. As a consequence the figures provided for the number of worker co-operatives in the UK may be an underestimate.

### Employees

The number of employees is shown as a full-time equivalent calculated from the number of part-time and full-time employees.

## Co-operatives UK

Co-operatives UK works to promote, develop and unite co-operative enterprises. It has a unique role as a trade association for co-operatives and its campaigns for co-operation, such as Co-operatives Fortnight, bring together all those with a passion and interest in co-operative action.

Any organisation supportive of co-operation and mutuality can join and there are many opportunities online for individuals to connect to the latest co-operative news, innovations and campaigns. All members benefit from specialist services and the chance to network with other co-operatives.

[www.uk.coop](http://www.uk.coop)

*The UK co-operative economy 2010* was launched during Co-operatives Fortnight.

Co-operatives UK would like to thank the sponsors of the Fortnight: The Co-operative Group, The Midcounties Co-operative, Midlands Co-operative, The Southern Co-operative, Anglia Regional Co-operative Society, Chelmsford Star Co-operative Society, Lincolnshire Co-operative, Channel Islands Co-operative Society.



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**The UK co-operative economy 2010** is the most comprehensive analysis of the contribution that co-operative businesses make to the economy and society. It not only shows that the co-operative economy continues to grow in the midst of economic upheaval, but that, by sharing profits and ownership, it provides a powerful alternative for the future.



**CO-OPERATIVES UK**

Holyoake House  
Hanover Street  
Manchester M60 0AS  
Tel: 0161 246 2900  
[www.uk.coop](http://www.uk.coop)

Published 2010