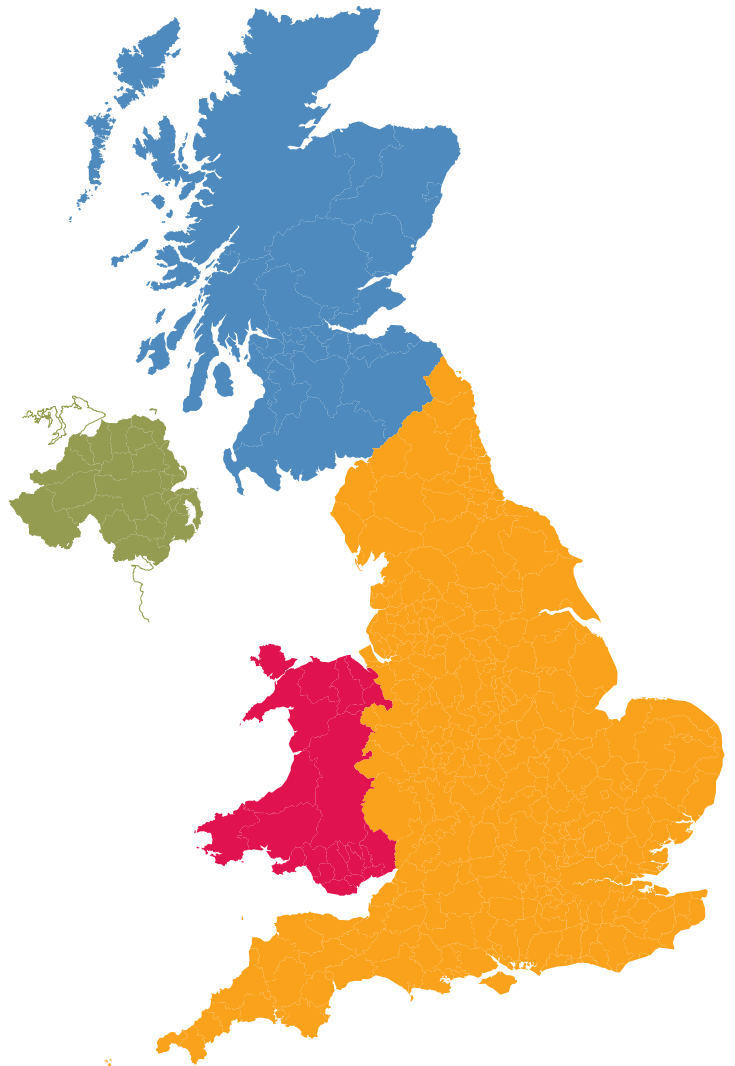


The UK co-operative economy

Britain's return to co-operation

2011



“Co-operatives are a reminder to the international community that it is possible to pursue both economic viability and social responsibility.”

United Nations Secretary-General Ban Ki-moon

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Back to the future – the time to co-operate has come



"Our world of millionaires and slums is more and more volcanic. The present differences are too great."
Spedan Lewis, founder of the John Lewis Partnership, 1954

The UK is beginning to co-operate once again. Suffocated by conventional thinking, stifled by competition and facing £81bn worth of cuts over four years – governments, businesses, industries and consumers are seeking to redress the unbalanced and over-stretched economy.

Their reference point for change? The co-operative movement.

With 167 years of proven ability in putting equality and democracy firmly alongside profit, co-operatives are once again coming to the fore. They are widening ownership, sharing profits, triggering change, increasing happiness and unleashing talent across the world. Demonstrating just how success can sit hand in hand with values and principles, the co-operative economy is driving a value of £33bn in the UK and engaging 800 million members and providing over 100 million jobs around the world.

Striving to breathe fresh air into stale public services, to give British business the oxygen it needs to nurture and grow, and to provide deafened consumers and employees with a voice, the UK is curious about co-operatives and more willing than ever to learn how co-operatives are good for everyone.

The UK economy is turning back to the co-operative model to sustain its future.

50% of the UK population owns just 1% of the wealth.

Inequality is at its highest in the UK since records began.

The wealthiest 20% own a massive 84% of Britain's wealth.

For the past 30 years the gap between the richest and poorest has been growing.

The highest earning 10% of households have a total wealth of nearly 100 times the bottom 10%.

Co-operatives share – ownership, profit and global success

Co-operative organisations are proud to be different in three ways.

1	<p>Co-operatives share their ownership</p> <p>Co-operatives are owned by their members, whether they are the customers, the employees or local residents. They exist to serve those members – who, as owners, have an equal say in what the co-operative does. So, as well as getting the products and services they need, members help to shape the decisions their co-operative makes.</p>
2	<p>Co-operatives share their profits</p> <p>Like all businesses, co-operatives aim to trade successfully and exist to generate profits. Rather than rewarding outside investors, a co-operative shares its profits amongst the members - from farmers to freelancers, tenants to taxi drivers. Sharing the profit is a way to keep it fair and make it worthwhile.</p>
3	<p>Co-operatives share global success</p> <p>This mix of self-help and mutual aid has made co-operatives an international force for good.</p> <p>In Kenya smallholders can trade their coffee for a fair price only because they are members of co-operatives. In France nine out of ten farmers maintain their livelihood by being part of a co-operative. In Spain, the fans of UEFA Champions League winners FC Barcelona have a say in their football club because it's owned by them.</p>

“co-operation is good for us emotionally, as well as advantageous for organisations and societies.”
Psychologist Oliver James

Co-operation at the core

The co-operative model is a flexible one, and co-operatives come in all shapes and sizes. Some co-operatives, for example, are owned by their customers, some by staff, suppliers or the local community – sometimes a combination of any of these. But they all sign up to seven internationally agreed ‘principles of co-operation’, set out in a simplified version below – together with what they imply in terms of pro-co-operative behaviour. This is where co-operation gets personal.

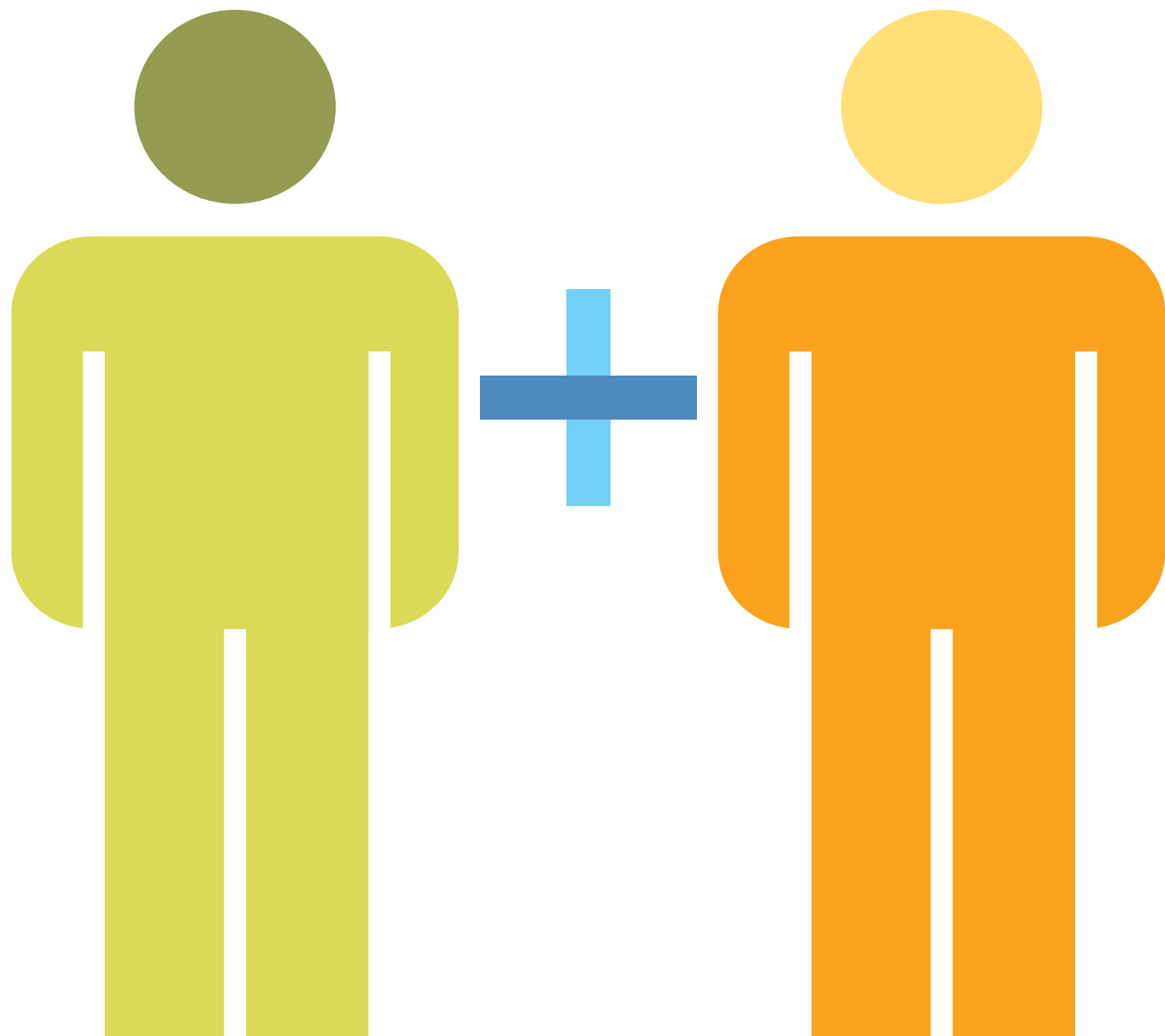
12.8 million members own co-operatives across the UK. Every organisation is run for the benefit of their members, without the control of external shareholders.

Co-operatives are not just supermarkets, insurance and funeral services – although these are amongst the most successful co-operatives found on the high street. They work across all parts of the economy, from healthcare to housing, farms to football clubs, credit unions to community owned shops, pubs to public relations, wind farms to web design.

The seven co-operative principles.

The co-operative enterprise	The co-operative individual
People can join – and leave	I can find a common interest with others if I am open to their needs and if I behave in a way that enables them to co-operate with me.
Your voice will be heard	Because I have an equal say in what happens, I listen and I communicate openly and honestly.
You control the capital	I keep a close eye on what we are trying to do together and the decisions I make are guided by this.
Together, you are autonomous	I help others so that they can help themselves and they help me in the same way, so that together we are more in control of our future.
You can develop yourself	I am interested to learn from those and others around me so that I can behave in a more co-operative way.
You can be more successful by co-operating with others who know how to co-operate	I look for opportunities to co-operate with others in new settings.
You can do something for your community even as you keep succeeding	I am aware that I am part of a larger system and I am committed to doing what I can to make it better.

2011 – co-operating towards a better world



Just as we were born to compete, we are born to co-operate. In 2011 our economic challenges are ones which all require co-operation.

Through co-operation we can achieve what we are unable to do alone. From addressing climate change to redressing inequality; improving public services to reinvigorating British business: co-operation is the most needed of modern qualities. In 2011 and for many years to come, those who succeed in addressing these issues will be those not with the ability to 'own' but to 'share'.

"We are passing from an economy of 'by', 'from' and 'to', to an economy of 'with'. In the twentieth century, we were identified by what we owned; in the 21st century we will also be defined by how we share and what we give away."

Charlie Leadbeater, *We Think: Not Mass Production, Mass Innovation*

"Co-operation involves empathizing with others, putting our egos in their proper place and feeling connectedness and responsibility to others... to be a good co-operator you have to avoid many of the deadly sins – like pride and greed."

Geoff Mulgan, Chief Executive, NESTA

Sharing ownership... to create a more resilient economy

The UK has a dichotomy. The economy is one built upon the dominant model of the public limited company where the legal obligation is to put the interest of their shareholders first, meaning profit remains the driver. Yet, the economy faces issues that require a solution based on co-operation, an approach that goes way beyond the capabilities of a system based on private benefit and one which instead reaches towards a system based on the common good of all.

As the priorities for the economy begin to broaden, the need is to deliver a sustainable and secure economy, capable of redressing the balance, of delivering an efficient welfare system amid reduced budgets, of being sustainable, secure and continuing to be a leader on the international stage.

This can only be done if the reliance on one dominant model of ownership is redressed and ownership is broadened.

The case for shared ownership	
	a wider number of people are able to benefit from the profits and benefit from the shared success.
	the organisation can be 'people-centred' not just 'money-centred' because employees, workers or consumers are the owners and rely on the business to meet their basic needs, not just profit.
	there can be a decision not to pursue profit but to give priority to other aims; consumers may value the quality of the product, staff decent working conditions and producers the quality of their relationship with the business.
	markets can be more competitive, provide more choice to consumers, help to prevent monopolies and provide room for innovation.

"Simply stated, the bright new financial system – for all its talented participants, for all its rich rewards, has failed the test of the marketplace."
Paul Volcker, former head of US Federal Reserve

"Bigger and better societies require citizens who are engaged with one another, pro-social, co-operative, creative and capable of taking the initiative."
The Character Enquiry, Demos, May 2011

Sharing profits... to narrow the gap between rich and poor

The UK may be a developed world yet it is the country with the fourth largest gap between the richest and poorest people. 50% of the people in the UK own 1% of the wealth, the wealthiest 20% own a huge 84% of the wealth.

Inequality means cost and consequence.

When the gap between rich and poor is great, society is directly affected through health, education, crime and prospects. Countries with a narrow gap between rich and poor have lower rates of mental illness, greater rates of education, lower rates of teen births, lower rates of imprisonment and greater levels of trust.

Inequality – the gap between rich and poor that is driven by the dominant ownership model – costs society, and the UK economy is facing the consequences.

1/6 of children are failed by education
1/6 of people are socially excluded
1/5 of people are in financial crisis
1/3 of families have someone suffering from chronic anxiety or depression, 48% of households are coping, 15% are finding it difficult to manage, 6% are finding it very difficult.

Dorling, D (2010) Injustice: why social inequality still persists, Policy Press.

The cost of inequality
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

"If you cut some services, you get more inequality and need more services because you get more mental illness, drug problems, violence and teenage births."
Professor Richard Wilkinson, Equality Trust

Sharing values and principles... to increase trust, engagement and delivery

Economic success relies upon employees and customers being engaged to drive business forward. Engagement of UK employees is one third lower than in countries such as Canada, USA, Germany and the Netherlands. Indeed, senior HR professionals from the Chartered Institute of Personnel Development have named employee engagement as the second greatest priority over the next twelve months (CIPD Outlook, Autumn 2010). When staff are engaged they perform effectively, deliver more, are better leaders and have greater levels of wellbeing. And of course, the economy benefits.

While other ownership models ‘create’ engagement strategies for employees and customers, engagement comes naturally to co-operatives.

Owned by their members, customers or employees, co-operative organisations naturally engage with the people they exist to serve. Through the co-operative structure and with the values and principles at the core, co-operation comes easy.

Mutual benefit, shared trust and common interest is inherent for co-operatives.

79%

of people think of co-operatives as being fair

67%

of people think of co-operatives as being honest

67%

of people think of co-operatives as being a 'good way to run a business'

1 in 3

adults think of co-operatives as being 'trusted' and 'for public good'

Mayo, E and Simon, G (2010) Good business.

Almost one in four workers in the UK (23%) say that they are not engaged in the workplace.
Engagement of UK employees is one third lower than in comparable countries such as Canada, USA, Germany and the Netherlands.
Lack of co-operation is costing British business an estimated £36bn.

Co-operatives UK (2010), The formula for co-operation.

The formula for co-operation

$$S^c \times (Ci + Mt) = Co$$

- Where:
- Sc = Shared commitment
 - Ci = Common interest
 - Mt = Mutual trust
 - Co = Co-operation

Shared purpose... allows an ability to tackle wider issues

Co-operatives are formed because their members are working towards a shared aim or purpose, often not just profit. It is this that allows them to work together towards greater issues. Renewable energy is one example of how co-operation can tackle climate change.

We can no longer assume that we can enjoy a limitless supply of energy or that water will flow endlessly through our taps.

Climate change dominates the global economy and it is only co-operation that will allow us to take the most effective action. As the UK economy begins to adapt to the realities of this global challenge, it is the co-operative model that can meet both the environmental imperatives and the need for business efficiency which utility companies – whether state-owned or privatised – have sometimes struggled to achieve.

Community-based co-operative initiatives have led the way in pioneering successful wind energy developments. Baywind Energy Co-operative in Cumbria, formed in 1996 to provide communities with their own power, was the pioneer: its 1,300 members have seen their vision successfully realised and have also been rewarded financially, with annual returns from the co-op typically around 6% gross.

There are 38 million empty seats in commuter cars on the road every day – by co-operating to share lifts we could reduce the number of cars on the road by 2%

The average driver could save about £350 a year by sharing a commute with two other drivers.

Office for National Statistics

Shared enterprise... in the business of co-operation

New ideas come through conversation, communities and co-operation, where business success was once measured on what it owned, it is now judged on what it shares. Old, creaking corporations are no longer the natural habit for innovation.

It is co-operation that is driving new beginnings. Co-operation is at the heart of the newest of solutions from Wikipedia, the collaborative encyclopaedia, to open source software which now accounts for 80% of the software on computer servers world-wide.

“All these and a multitude of other examples are co-operatives without walls. Their practises reflect many of the seven co-operative principles: voluntary and open membership, member participation, autonomy and independence, education and information, and connection to other related groups,” says Robin Murray, author of Co-operation in the Age of Google.

He continues,

“Their forms of democracy vary. What is distinct about them is that their inputs, their outputs and their distribution are largely free. People contribute voluntarily. There is open access to the outputs on the condition that any use made of them is also free. It is at heart a gift economy, based on core principles of co-operation – reciprocity and mutual respect.”

“Around 80% of wealth generated today stems from the shared knowledge, infrastructure and assets we inherit from previous eras.”
Herbert Simon, Nobel Prize winning economist.

UK – home to the global co-operative economy



On 21st December 1844, facing poverty and driven by the need to provide their community with unadulterated, affordable food, the Rochdale Pioneers opened their own shop to sell butter, sugar, flour, oatmeal and candles. The global co-operative movement was formed.

Today, the global co-operative movement has grown to a worldwide economy with the value of the tenth largest global economy.

Co-operatives across the world:

represent 800 million members

have a turnover of \$1.1 trillion

employ 100 million people

secure the livelihood of three billion people, half of the world's population

represent 23% of the world's insurance market

In Sweden

the co-operative sector accounts for 13% of GDP

1,200 childcare co-operatives provide pre-school care for around 30,000 children

In Switzerland

the co-operative sector is said to account for 16% of GDP

two co-operatives hold 49% of the retail market

In Finland

the co-operative sector is said to account for 21% of GDP

In Italy

7,000 co-operatives provide social care, health and employment services

In Spain

there are 550 co-operative schools

In developing countries

75% of all Fairtrade goods are produced by co-operatives

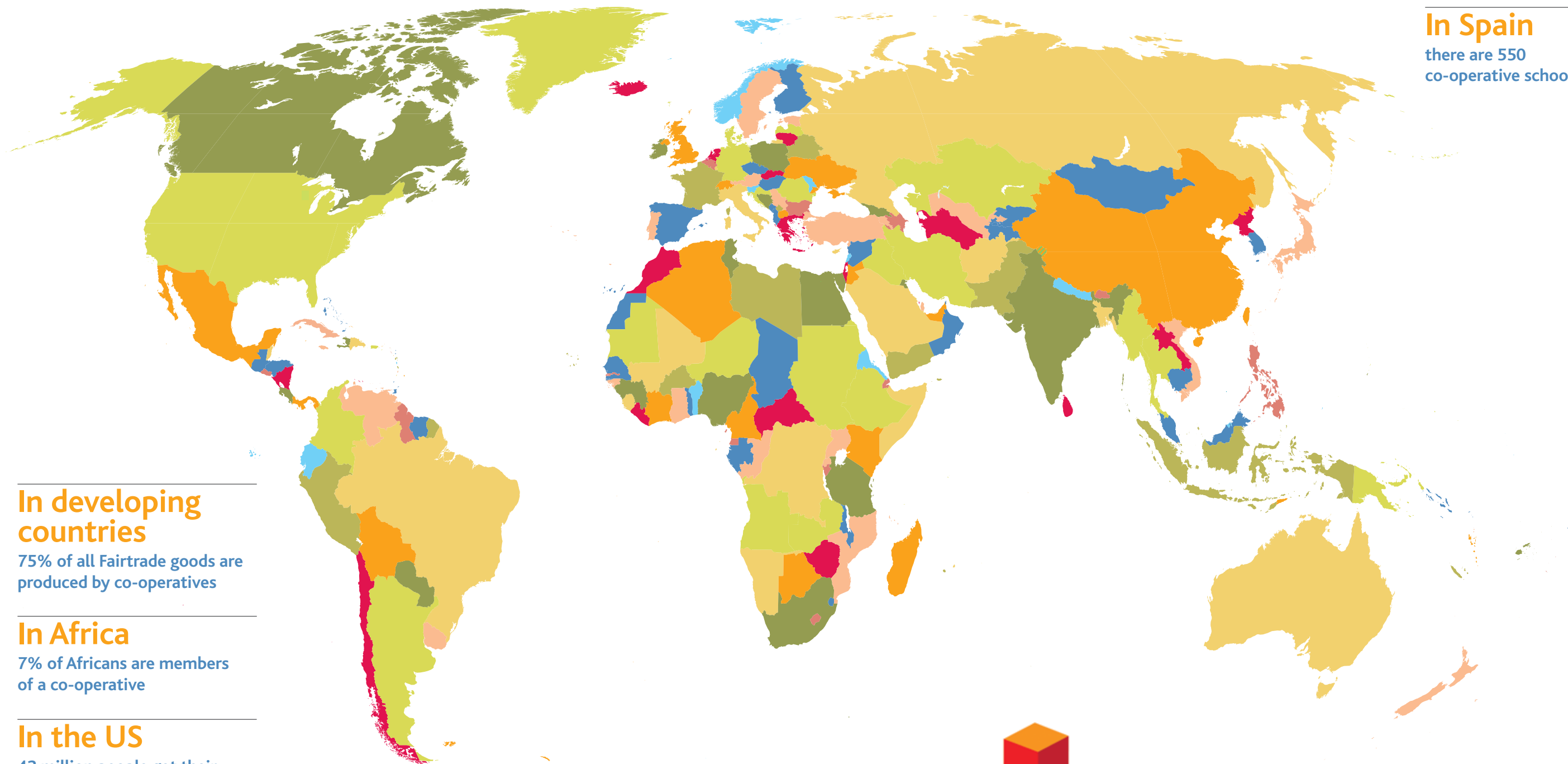
In Africa

7% of Africans are members of a co-operative

In the US

42 million people get their electricity from co-operatives

87 million US citizens are members of their local co-operatively-run credit union



2012 is the United Nations International Year of Cooperatives. An international celebration of how co-operatives build a better world. www.ica.coop

The UK co-operative economy 2011



"The co-operative model is now covering everything from pubs to childcare and can restore the heart to local areas."

The Guardian, May 2011

It has been a year of resilience and growth for the co-operative sector in 2011. In an environment of cuts and diminishing budgets, the economy has shown steady progress against a more turbulent wider economy. Of even greater significance is the renewed interest from and engagement with the co-operative sector from all areas of the UK. From those responsible for establishing national policy, to villagers wishing to take control of their own shops and services, the co-operative sector is being turned to.

Having a clear mission, better services and products, giving consumers power, providing a nice place to work and having engaged staff is not only business excellence, they are all co-operative advantages.

Michael Porter and Mark Kramer, writing in the Harvard Business Review in 2011, identify 'shared value' as the big idea for today's business, defining this as "policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates."

5,450
co-operative businesses in the UK

12.8
million members

236,000
jobs

£33.2bn
turnover

Trends in the UK co-operative economy

Turnover

21% growth over three years, outperforming the British Economy

Turnover	Performance of British Economy (GDP)		
2010	£33.2bn	+ 4.4%	+1.3%
2009	£31.8bn	+ 10.0%	-4.9%
2008	£28.9bn	+ 5.4%	-0.1%

Despite difficulties elsewhere in the economy, the co-operative sector still enjoys incredible success: whilst the rate of growth has slowed over the last year, we continue to outperform the UK economy as a whole. Whilst the UK economy grew 1.3% after its contraction in 2009, the co-operative sector built on strong performance in 2009 to rise by 4.4%.

A major reason for this has been the Co-operative Group's performance. The business has gone from strength to strength, continuing to move forward with new ventures and initiatives, such as its Join the Revolution campaign.

In addition, other large co-operatives and employee-owned businesses such as John Lewis have seen increases in their turnover and profitability, whilst new co-operatives continue to be formed across the regions and nations to meet the needs of their members.

Membership

18% growth in over three years

Members		
2010	12.8m	-1.5%
2009	12.9m	+14.6%
2008	11.3m	+ 4.5%

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.

Whilst we have seen a slight reduction in the number of members sharing ownership through co-operation, there are success stories to report. The worker co-operative sector, for example, has seen its membership more than double over the last year: 2,048 members in 2009 has become 5,234 members in 2010.

Consumer co-operatives continue to serve more than 9.5m members across the UK, which should see steady rises in the coming years following the Co-operative Group's announcement that it wants to boost its membership to 20m by 2020.

Number of co-operatives

15.1% growth

2010 5,450 + 9.2%

2009 4,992 +3.6%

2008 4,820 +1.8%

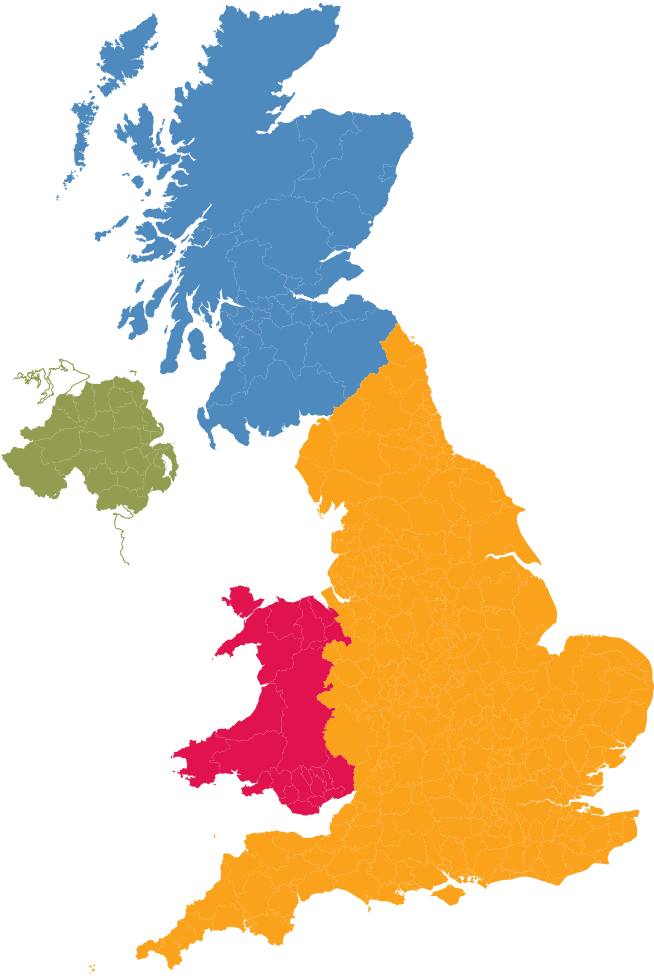
The number of co-operatives in the UK continues to grow. As might be expected from the co-operative business model, many of the new co-operatives are addressing needs faced by groups of people – from the People's Supermarket to the Star Inn, co-operatives are providing a way for old problems to find new solutions.

With the UK government predicting that one in six public sector employees could be working in new mutual enterprises delivering public services by 2015, the potential for further growth in co-operative businesses is great.

Across the nations

There is activity and interest in co-operatives across all the nations of the United Kingdom.

	Turnover £bn	Number of Co-operatives
England	27.5	4,352
Scotland	3.4	473
Wales	1.3	386
Northern Ireland	0.9	239
Total	33.2	5,450



Contribution to business

Consumer Co-operatives driven by consumers

Co-operative organisations owned by consumers are among the most successful and established businesses in the UK. Controlled by customers they have clear social goals and are a very different way to do business.

The Co-operative Group remains the largest consumer co-operative in the UK, and indeed the world. It employs 110,000 people, operates 5,000 retail trading outlets and serves 17 million customers each week across a range of markets including food, travel, pharmacy and funeralcare.

There are a further ten independent consumer-owned retail co-operatives with a turnover, for each, of over £50 million: Midlands, Midcounties, East of England, Scottish Midland, Anglia, Southern, Lincolnshire, Channel Islands, Heart of England and Chelmsford Star.

Membership

2010	9.6m
2009	9.5m
2008	8.7m
Over the past three years, membership of consumer co-operatives has increased by 9.9%	

Turnover

2010	£16.1bn
2009	£15.2bn
2008	£12.8bn
Over the past three years, turnover has increased by 25.7%	
Over the last year turnover has increased by 6.5%	

The Co-operative Group has also continued to be recognised for the work it does not only for its customers, but the local community. Last year it won awards including Responsible Retailer of the Year at the Oracle Retail Week, RSPCA People’s Choice Supermarket of the Year and Green Supermarket of the Year at the Grocer Awards.

The Co-operative Group reports

£13.7bn in gross sales, an increase of 9.1%
a membership of 5.8 million people
it paid £104 million to members and communities

Worker-owned co-operatives driven by staff

From John Lewis to Suma Wholefoods, co-operatives owned by their workers and employee-owned businesses put their key assets, their staff, in control of their business. They report far lower levels of staff turnover compared to sectoral averages, whilst employee ownership is associated with higher levels of collective responsibility.

Worker co-operatives and employee-owned businesses

2010
571 with 78,400 people as owners
2009
439 with 71,000 people as owners
An increase of 10.5%

Case study Edinburgh Bicycle Co-operative

The co-operative owns six stores. Each is the biggest bike shop in the city it’s in: Aberdeen, Edinburgh, Newcastle, Manchester, Leeds and Sheffield. Furthermore, the co-operative’s website www.edinburghbicycle.com enables anyone in the world to shop online with the co-operative.

Edinburgh Bicycle is Scotland’s longest established worker co-operative. This means that the business is owned and run by the employees.

“We put an owner in front of every customer in our shops” says Jeremy, the co-operative’s Managing Director.

The multiples were beginning to threaten its livelihood so the co-operative decided to become a mini-multiple to match their economies of scale. A benefit of that growth is that Edinburgh Bicycle Co-operative now employs 170 people, 118 of whom have been working with the co-operative for more than a year and are therefore full members and owners of the co-operative.

Contribution to financial services

Financial services are one of the most important areas in which co-operative organisations can operate. They act as a necessary antidote to a market where there is a lack of competition, inefficient and excessive charges and a high cost of mis-selling. These include co-operatives banks, credit unions and community development financial institutions.

Alongside co-operatives - and so excluded from the sectoral figures – are wider mutual organisations, including building societies and mutual insurers.

Co-operatives and mutuals in financial services
bring necessary competition to a market that is associated with greed and a bonus culture.
without shareholders demanding a short term return, they are able to take a longer term view on financial issues affecting their members.
follow the principles needed to provide vital services to a diverse range of people in society.

Co-operative Financial Services aims to be the UK's most respected financial services business. It comprises
Co-operative Bank – the only UK high street bank with a consumer led ethical policy.
Co-operative Insurance – the first UK insurer to launch a green car insurance policy.
Co-operative Investments – responsible for investing £20bn of customers' money.

Co-operative Financial Services
8 million customers
£47.6m in total shareholder assets
Financial Times Sustainable Bank of the Year, 2010

Credit unions	Building societies	Mutual insurers
465	48	57
credit unions across England, Scotland and Wales	building societies in the UK	mutual insurers in the UK
870,000	£320bn	£80bn
people are credit union members	assets under management	assets under management
£600m	£220bn	20m
is saved in British credit unions	UK savings looked after	customers
26,000	50,000	
people have their current account with a credit union	people employed	

Case study
The man who wants banks to share

Derek French has spent his working life supporting small businesses, for many years providing credit as a bank branch manager and then, after being laid off in the 1990s, as the founder of an influential campaign against bank branch closure.

Around 1,000 communities across the UK have lost all their local bank branches and hundreds more are predicted now to do so as big banks accelerate their closure programmes.

Derek has a better idea though, which is that where individual banks can't remain open on an economic basis, that banks should share. What he calls a community bank would operate as a local agency for all the banks – a model that he has seen work in Atlanta, USA, where credit unions operate in this way. This has commercial sense and community benefit, but it would require banks to do something that runs counter to their values, to serve Britain's communities and to do so by learning to share.

The big banks have tried to deny and discredit Derek's work, but in Parliament, MPs are now asking whether they should change their tune. Co-operation may yet keep Britain's villages and inner city areas, and their local businesses, served by banks.

Contribution to agriculture

British farmers operate in one of the UK’s most competitive environments, and in a global arena of powerful multi-national retailers, diminishing natural resources and lower food prices. Through the co-operative model, they are able to sustain their livelihoods, engage proactively with the supply chain process, benefit from economies of scale and compete at the global level.

Agriculture co-operatives

Membership 2010

153,700 members

Turnover

2010	£4.4bn
2009	£4.9bn
2008	£4.6bn

Case study Seven Hill Farmers

Following the outbreak of foot and mouth, which seriously damaged British agriculture, seven farmers in North Yorkshire joined forces to form a co-operative to supply high quality lamb produced in the North York Moors National Park.

Setting up a co-operative enabled the farmers to secure a better return for their produce and build more sustainable businesses, for now and for the next generation.

By marketing and selling their produce together, the farmers have been able to get a contract selling prime lamb to Asda supermarkets throughout the country.

The co-operative has seven members at the moment, all with an equal share and loyalty to one another.

The members of Seven Hill Farmers say that being a co-operative has brought them new opportunities. For instance, it enables them to negotiate and have more influence over the price they receive; they are price makers not price takers.

Contribution to public services

“In different contexts the co-operative model can provide an effective and empowering mechanism for delivering public services.”
Jonathan Bland, Time To Get Serious, May 2011

Over the past twelve months, the UK coalition government has made the ambitious prediction that as many as one million people, one in six public sector employees, could be working in new mutual enterprises delivering public services by 2015.

Co-operatives can be instrumental in developing provision, offering wider choice, unleashing the talents and energies of employees and users, improving quality and creating opportunity in the communities in which they operate.

In schools

Co-operative trust schools combine long term institutional partnerships with a membership structure that enables parents, learners, staff and community organisations to be directly involved in the trust.

The stake-holding model puts the community at the heart of education provision, based on the belief that it is only through the active engagement of communities that the aspirations and expectations of educational achievement can be transformed.

“Co-operative schools will grow rapidly in the coming period, providing a distinct values driven alternative to the creeping privatisation of the education system.”
Mervyn Wilson, Chief Executive and Principal of the Co-operative College

136
existing co-operative schools

200
predicted by end of 2011

Case study Foster Care Co-operative

The Foster Care Co-operative (FCC) is an independent and ethical ‘not-for-private-profit’ fostering agency, based in Malvern, Worcestershire, with regional offices in Cardiff, Bristol and Glasgow. Set up in 1999 by chairman Laurie Gregory, the co-operative provides an alternative to independent fostering agencies, which operate to make a profit, and has grown steadily over the last few years.

FCC is now an established organisation that involves all its members - foster carers, social workers and other staff – in the running of the co-operative. Staff and users are always consulted about processes and FCC operates eight support groups for foster carers and staff.

FCC operates an ethical model with clear values which delivers integrity, commitment through common ownership and a democratic ethos. The co-operative culture underlines and reinforces shared objectives and teamwork which reflects in recruiting foster carers by recommendation. FCC benefits from a proven not-for-profit model, based on a co-operative structure that enables formal partnership with clear established governance.

In housing

The number of households that are single occupancy has increased from 4.4 million in 1981 to 7.3 million today – 29% of all households compared to 22% in 1981.

Co-operative housing enables tenants to gain financial, social and personal benefits from their accommodation. Being a member of a housing co-operative allows them to gain a stake in where they live, to create strong communities, to gain greater satisfaction from their environment and to have control.

686
housing co-operatives

61,000
members

£143.9m
turnover

5.4%
increase in turnover for 2011

In the community

With the co-operative model, villages and towns can make a success of shops threatened with closure, communities can reopen pubs, fans can own their football clubs and residents can own and create their own renewable energy supplies.

257
The number of community-owned shops in the UK

Shops

The importance of fundamental hubs like shops and pubs in rural and urban communities cannot be overstated. They not only offer a service often vital to the local people, they offer a social environment where members of the community meet and socialise.

“Many people use our shop because they feel they own a bit of it. The customers also feel the managers are approachable and will be more likely to listen to their comments because we are a community shop. In this way the shop is a fulcrum for the wider needs of the village rather than simply a place to buy papers and basics.” **Chris Grimes, manager, Blockley village shop**

Pubs

During 2010, some 2,700 pubs were predicted to close, this amounts to one closing every 3 hours. As the hub of the life of many villages, this has big consequences for the local community.

50
new co-operative pubs are expected to open in the next three years

Plunkett Foundation

Sport

Football and sports have immense value in our culture and community. Running them for the benefit of external shareholders often detracts from the very purpose of them being established.

83% of Manchester United fans and 72% 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 all football fans, who gave an opinion, felt the same way.

Manchester United supporters say that they would be willing to invest an average of just over £600 each, to buy their club.

For less than the price of a Premier League season ticket, fans could share in ownership of their clubs and ensure that they are run in the long-term interests of 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.”
Supporters Direct

154
Supporters’ Trusts with 89,100 members

3.3m
turnover

Renewable energy

Renewable energy co-operatives are one of the most innovative and inclusive examples of how co-operation can tackle a global issue. In the UK, renewable energy co-operatives are led by active local communities who wish to both generate an income stream and support more environmentally sustainable initiatives.

Through co-operation these organisations are able to combine both energy generation and reduction while providing genuine local ownership. In total £15.1m has been invested through community shares issues in their communities. Energy4All is the largest co-operative energy generator. Co-operative Energy, a new household supplier, was launched by Midcounties Co-operative in 2011.

27
energy co-operatives trading across the UK, generating energy using wind, hydro and solar power.

Case study
Westmill Wind Farm and Energy4All

In 1996 Swedish company Wind Power established Baywind Energy Co-operative in Cumbria, the UK’s first community-owned wind farm. Its success led to the establishment of Energy4All, which supports the development of new community-owned wind farms across the UK.

One of the most recent is Westmill Wind Farm Co-operative in South Oxfordshire. Built in 2004 on land owned by an organic farmer with an interest in community and environmental issues, the co-operative is owned by 2,374 members who have between them invested £4.4 million.

As well as generating and selling electricity from wind power, the co-operative promotes energy conservation and provides climate change education to the local community. Like all Energy4All wind farms, Westmill gives the local community ownership of the development and control over its operation, and investors receive a very competitive financial return.

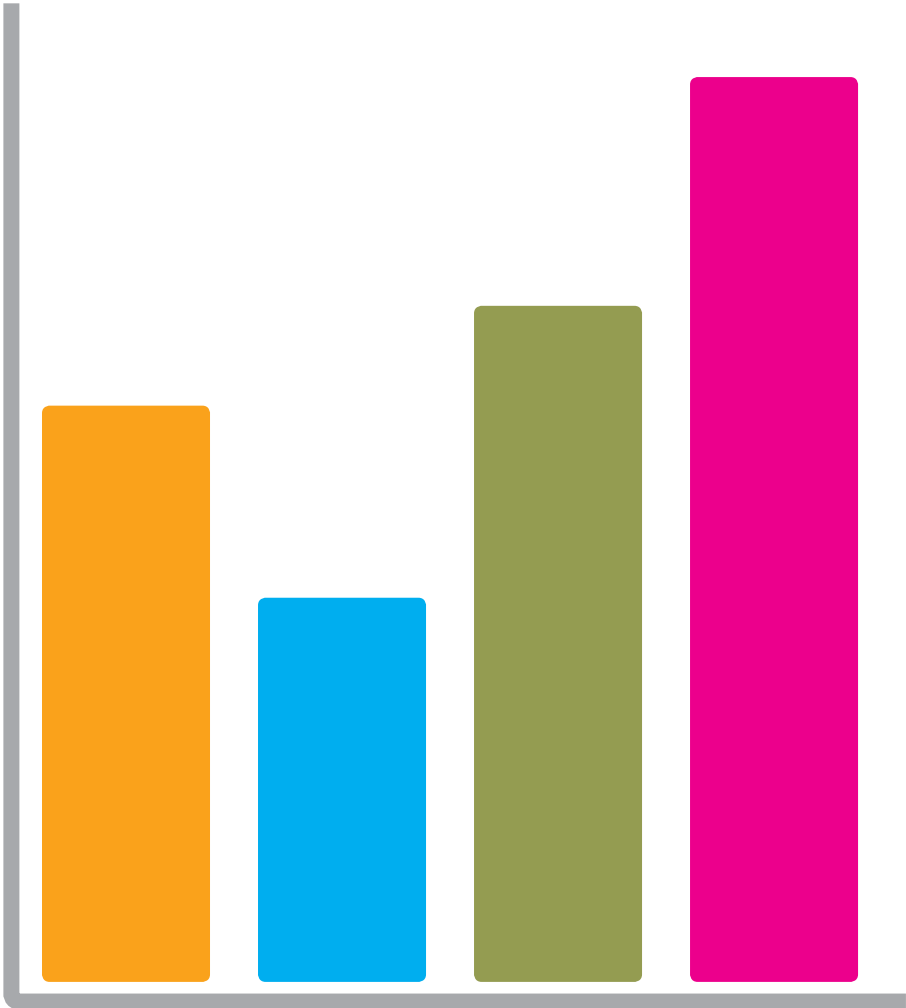
The first project of its kind in Southern England, its importance has been recognised with a grant from South East England Development Agency (SEEDA). Westmill’s success has demonstrated that everyone can co-operate to achieve what politicians talk about.

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 by the 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.



The co-operative UK 100

2009	2008	Organisation Name	Industry Sector	Turnover -£'s	Website
1	1	Co-operative Group Limited	Retailing, banking and insurance	12,544,600,000	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 Limited	Retailing	962,175,000	www.midlands.coop
4	4	The Midcounties Co-operative Limited	Retailing	787,271,000	www.midcounties.coop
5	8	Openfield Group Limited	Agriculture Grain Marketing	556,682,000	www.openfield.co.uk
6	6	Milk Link Limited	Agriculture and Food	549,684,000	www.milklink.com
7	5	First Milk Limited	Agriculture and Food	535,767,000	www.first-milk.co.uk
8	9	East of England Co-operative Society Limited	Retailing	534,656,000	www.eastofengland.coop
9	7	National Merchant Buying Society Limited	Building Industry supply	466,315,375	www.nmbs.co.uk
10	10	Scottish Midland Co-operative Society Limited	Retailing	367,729,000	www.scotmid.coop
11	11	Anglia Regional Co-operative Society Limited	Retailing	337,952,000	www.arcs.co.uk
12	12	Simplyhealth Group Limited	Healthcare	325,300,000	www.simplyhealth.co.uk
13	13	United Dairy Farmers Limited	Agriculture and Food	320,710,000	www.utdni.co.uk
14	17	Southern Co-operatives Limited	Retailing	261,470,000	www.southern.coop
15	15	Mole Valley Farmers Limited	Agricultural supply	257,550,000	www.molevalleyfarmers.com
16	16	Lincolnshire Co-operative Limited	Retailing	239,407,000	www.lincolnshire.coop
17	14	Fane Valley Co-operative Society Limited	Agriculture and Food	234,390,040	www.fanevalley.co.uk
18	18	ANM Group Limited	Agriculture, Food and Livestock Marketing	221,594,000	www.goanm.co.uk
19	21	The Channel Islands Co-operative Society Limited	Retailing	160,486,000	www.ci-cooperative.com
20	20	Tullis Russell Group	Manufacture of Paper and Paperboard	156,360,000	www.tullis-russell.co.uk
21	19	Scott Bader Company Limited	Manufacture of plastics	150,508,000	www.scottbader.com
22	25	Atlasfram Group Limited	Agriculture Crop Marketing	149,336,402	www.framfarmers.co.uk
23	22	Anglia Farmers Limited	Agricultural supply	142,126,347	www.angliafarmers.co.uk
24	28	Housing Finance Corporation Limited	Financial intermediary	91,201,000	www.thfcorp.com
25	24	Agricultural Central Trading Limited	Agricultural supply	85,865,743	www.actionfarm.co.uk
26	29	Heart of England Co-operative Society Limited	Retailing	84,870,000	www.21stcentury.coop
27	27	Cornwall Farmers Limited	Agricultural supply	84,049,663	www.cornwallfarmers.co.uk
28	26	Woldmarsh Producers Limited	Agricultural supply	78,029,361	www.woldmarsh.com
29	30	Greenwich Leisure Limited	Leisure	76,216,492	www.gll.org.uk
30	32	Benenden Healthcare Society Limited	Healthcare	68,033,000	www.benenden.org.uk
31	33	Chelmsford Star Co-operative Society Limited	Retailing	67,739,277	www.chelmsfordstar.coop
32	31	International Exhibition Co-operative Wine Society Limited	Specialised Retailer	66,231,000	www.thewinesociety.com
33	39	Ballyrashane Co-operative Agricultural and Dairy Society	Agriculture and Food	55,674,542	
34	34	United Farmers Limited	Agricultural supply	54,846,221	www.unitedfarmers.co.uk
35	41	United Oilseeds Marketing Limited	Agriculture Crop Marketing	54,624,853	www.unitedoilseeds.co.uk
36	35	Brandsby Agricultural Trading Association Limited	Agricultural supply	53,655,087	www.bataltd.co.uk
37	37	Long Clawson Dairy Limited	Agriculture and Food	50,340,861	www.clawson.co.uk
38	46	Speciality Produce Limited	Agriculture and Food	44,993,399	www.specialityproduce.co.uk
39	45	Yorkshire Farmers Livestock Marketing Limited	Agriculture Livestock Marketing	44,182,623	www.yorkshirefarmers.co.uk
40	49	Scottish Pig Producers Limited	Agriculture Livestock Marketing	40,060,929	
41	43	South Caernarvon Creameries Limited	Agriculture and Food	39,692,009	www.sccwales.co.uk
42	36	Farmway Limited	Agricultural supply	38,880,872	www.farmway.co.uk
43	44	Clynderwen and Cardiganshire Farmers Limited	Agricultural supply	38,270,389	www.ccfagri.co.uk
44	42	Tarff Valley Limited	Agricultural supply	38,186,002	www.tarffvalley.co.uk
45	40	Owner-Drivers Radio Taxi Service Limited	Transport	33,609,000	www.dialacab.co.uk
46	51	UIA (Insurance) Limited	Insurance	27,497,000	www.uia.co.uk
47	62	CWG Limited	Agricultural supply	27,102,429	www.cwg.co.uk
48	52	Ringlink (Scotland) Limited	Agriculture Machinery Ring	26,145,000	www.ringlinkscotland.co.uk

The co-operative UK 100 is ranked by turnover for the 2009 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 2009 have been excluded from the list.

2009	2008	Organisation Name	Industry Sector	Turnover -£'s	Website
49	55	Surrey County Cricket Club Limited	Sporting	25,465,030	www.kiaoval.com
50	53	Triangle Wholefoods Collective Limited	Wholefood Wholesale	25,142,492	www.suma.coop
51	54	Tamworth Co-operative Society Limited	Retailing	24,599,000	www.tamworth.coop
52	56	Society of Growers of Topfruit Limited	Agriculture	23,922,736	www.sgfruit.com
53	58	Health Stores (Wholesale) Limited	Wholefood Wholesale	22,610,970	www.thehealthstore.co.uk
54	60	B A K O (Western) Limited	Food distribution and supply	22,192,130	www.bakowestern.co.uk
55	63	Bedfordshire Growers Limited	Agriculture Crop Marketing	22,183,894	www.bedgrow.co.uk
56	59	North Country Primestock Limited	Agriculture Livestock Marketing	21,656,246	www.ncp.uk.com
57	57	Carmarthen and Pumpsaint Farmers Limited	Agricultural supply	21,483,801	www.cpfltd.co.uk
58	61	W R Swann & Co. Limited	Manufacture of surgical equipment	21,443,698	www.swann-morton.com
59	65	Radstock Co-operative Society Limited	Retailing	20,408,022	www.radstock-co-op.com
60	-	Local Care Direct Limited	Health & Social Care	20,372,774	www.localcaredirect.org
61	64	H F Holidays Limited	Leisure	19,920,000	www.hfholidays.co.uk
62	48	South Armagh Farming Enterprises Limited	Agricultural supply	18,634,130	
63	-	Wealden Leisure Limited	Leisure	17,383,222	
64	82	Humber Grain Limited	Agriculture Crop Marketing	16,660,592	
65	67	Hay and Brecon Farmers Limited	Agricultural supply	16,644,643	www.hayandbrecon.com
66	76	The Green Pea Company Limited	Agriculture Crop Marketing	15,765,356	
67	71	Penrith Co-operative Society Limited	Retailing	15,675,375	www.penrithco-op.co.uk
68	68	East of Scotland Farmers Limited	Agricultural supply	15,581,362	www.eosf.co.uk
69	69	Clydebank Co-operative Society Limited	Retailing	15,457,411	www.clydebankco-op.com
70	-	Shaw Healthcare (Homes) Limited	Healthcare	15,226,697	
71	72	Infinity Foods Co-operative Limited	Wholefood Wholesale	14,308,754	www.infinityfoods.co.uk
72	73	Aspatria Farmers Limited	Agricultural supply	14,271,225	www.aspatriafarmers.co.uk
73	78	Co-operative Development Society Limited	Housing	13,379,370	www.cds.coop
74	89	Dulas Ltd	Engineering Consultancy	13,166,059	www.dulasltd.co.uk
75	79	Fivemiletown & Brookborough Co-operative Agriculture and Dairy Society Limited	Agriculture and Food	12,664,411	www.fivemiletown.com
76	86	Premier Vegetables Limited	Agriculture Crop Marketing	12,361,295	
77	77	Coastal Grains Marketing Limited	Agriculture Crop Marketing	12,356,328	
78	85	Lancashire County Cricket Club Limited	Sporting	12,214,104	www.lccc.co.uk
79	74	South West Lancashire Farmers Limited	Agricultural supply	12,077,723	www.swlf.co.uk
80	84	Essential Trading Co-operative Limited	Wholefood Wholesale	11,990,271	www.essential-trading.coop
81	66	Accent Corporate Services Limited	Financial intermediary and consultancy	11,892,000	www.accentgroup.org
82	88	North East Grains Limited	Agriculture Crop Marketing	11,779,636	
83	99	Weald Granary Limited	Agriculture Crop Marketing	11,609,139	www.wealdgranary.co.uk
84	-	Glamorgan County Cricket Club Limited	Sporting	11,595,374	
85	-	Hampshire Grain Limited	Agriculture Crop Marketing	11,424,092	www.hampshire-grain.co.uk
86	91	Edinburgh Bicycle Co-operative Limited	Specialised Retailer	11,215,986	www.edinburghbicycle.com
87	90	Furness and South Cumberland Supply Association Limited	Agricultural supply	10,863,388	
88	-	WFS Border Limited	Agricultural supply	10,672,129	www.wfsagri.net
89	87	Kent Wool Growers Limited	Agricultural supply	10,527,206	www.k-w-g.co.uk
90	81	WRC Plc	Natural Sciences Research and Development	10,401,000	www.wrcplc.co.uk
91	80	Torridge Vale Limited	Agriculture	10,263,725	
92	100	East of Scotland Growers Limited	Agriculture Crop Marketing	9,746,005	www.eastofscotlandgrowers.co.uk
93	97	Dungannon and District Co-operative Enterprises Limited	Agricultural supply	9,679,189	
94	83	UBH International Ltd	Manufacturing	9,620,640	www.ubh.co.uk
95	-	Herts Urgent Care Limited	Healthcare	9,594,704	www.hertsurgentcare.org/
96	93	Berry Garden Growers Limited	Agriculture and Food	9,508,383	www.kggrowers.co.uk
97	94	Salford Community Leisure Limited	Leisure	9,358,837	www.leisureinsalford.info
98	95	Welsh Bakers Buying Group Limited	Food distribution and supply	9,180,171	www.bakowales.com
99	-	Northern Doctors Urgent Care Limited	Healthcare	9,118,180	www.northern-doctors.org/
100	70	Glenfarm Holdings Limited	Agriculture Rendering of Animals and Food Wastes	9,004,000	www.glenfarm.co.uk

The co-operative economy 2006-2010

Turnover		
2006	26,868,000,000	
2007	27,434,000,000	
2008	28,905,000,000	
2009	31,797,000,000	
2010	33,186,000,000	+4.4%

Profit Before Tax		
2006	797,000,000	
2007	539,000,000	
2008	539,800,000	
2009	573,600,000	
2010	715,000,000	+24.7%

Net Assets		
2006	8,480,000,000	
2007	9,213,000,000	
2008	9,708,000,000	
2009	10,259,000,000	
2010	10,989,000,000	+7.1%

Members		
2006	10,991,000	
2007	10,809,000	
2008	11,300,000	
2009	12,951,000	
2010	12,755,000	-1.5%

Employees		
2006	195,000	
2007	237,000	
2008	205,800	
2009	237,870	
2010	236,000	-0.8%

Number of co-operatives		
2006	4,370	
2007	4,735	
2008	4,820	
2009	4,992	
2010	5,450	+9.2%

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	148	32,132,074,282	646,123,965	2.0	9,315,070,434	10,112,939	231,925
Turnover £1 million - £5 million	198	440,872,088	29,026,991	6.6	618,782,628	226,634	1,295
Turnover £500 000 - £1 million	239	164,260,377	11,155,210	6.8	329,458,605	267,140	414
Turnover £250 000 - £500 000	571	195,613,033	8,254,588	4.2	340,781,849	435,228	290
Turnover £100 000 - £250 000	910	150,485,249	6,712,123	4.5	205,833,254	333,824	322
Turnover £25 000 - £100 000	716	42,830,971	2,587,604	6.0	86,793,415	160,300	332
Turnover below £25 000	860	7,746,795	690,491	8.9	29,504,797	111,374	92
No turnover identified	1,808	-	-4,898,711	-	9,097,272	474,749	421
Credit Unions (FSA data)		51,800,000	15,394,000	29.7	53,567,000	633,082	870
Total	5,450	33,185,682,795	715,046,261	2.2	10,988,889,254	12,755,270	235,961

Consumer co-operatives’ trading performance

			Turnover		Return on capital employed - pre goodwill		Trading Profit/loss				
Society			Total	Like for like	Trading	Investment Property	After Depreciation		Before Depreciation		Members
£'000			% Increase/ Decrease	% Increase/ Decrease	%	%	£'000	% Sales	£'000	% Sales	'000
1	The Co-operative Group	13,690,800	7.0	5.0	13.5	11.4	706,700	6.3	1,038,800	9.3	5,833
2	Midlands	992,743	3.2	3.5	9.7	8.9	25,849	2.7	42,883	4.5	939
3	Midcounties	738,494	-6.2	3.0	12.2	11.5	25,965	4.3	35,327	5.8	631
4	East of England	399,330	-6.3	2.5	7.7	4.8	12,205	3.4	20,601	5.8	544
5	Scottish Midland	394,299	7.2	0.4	8.2	6.7	9,093	2.7	18,681	5.5	241
6	Anglia	349,213	3.3	3.0	1.0	1.4	998	0.4	5,969	2.2	565
7	Southern	283,133	10.4	5.0	15.2	13.5	10,038	3.9	17,653	6.8	100
8	Lincolnshire	277,830	16.0	6.5	44.3	8.1	20,584	8.5	25,707	10.6	187
9	Channel Islands	167,720	4.5	4.5	11.0	10.1	10,506	6.8	13,828	8.9	110
10	Heart of England	87,261	2.8	2.4	24.1	15.8	4,126	5.2	5,490	7.0	221
11	Chelmsford Star	78,739	16.2	5.0	12.2	12.8	2,067	3.7	3,706	6.7	65
12	Tamworth	24,016	-2.4	0.9	2.0	3.9	234	1.1	947	4.6	16
13	Radstock	21,955	7.6	-3.5	43.7	28.1	1,548	7.6	2,243	11.0	7
14	Penrith	16,792	7.5	7.6	7.1	7.6	317	2.0	669	4.3	25
15	The Phone Co-op	9,101	9.1	9.1	4.3 ‡	4.3 ‡	- 37	-0.5	71	0.9	8
16	Wooldale	2,272	-0.7	-0.7	-0.1	-14.2	- 1	-0.1	54	2.6	2
17	Allendale	1,717	4.0	4.0	2.7	2.0	5	0.3	24	1.5	1
18	Coniston	828	-4.3	-4.3	-6.4 ‡	3.0 ‡	- 19	-2.8	- 6	-0.8	1
19	Grosmont	222	0.3	0.3	5.3	5.3	1	0.3	2	1.2	0
Total #		16,131,431	6.5	4.9	12.8	10.6	830,178	6.3	1,232,649	9.4	9,495

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.

Consumer co-operatives’ performance 2006-2010

	2010	2009	2008	2007	2006
	£ mill	£ mill	£ mill	£ mill	£ mill
Turnover	16,148	15,168	12,848	12,677	12,440
Trading Profit after Depreciation	830	647	552	507	361
Trading Profit before Depreciation	1,233	1,032	844	783	624
Transfer to Reserves	293	209	176	175	336
Share Capital	207	200	191	188	206
Reserves	6,023	5,591	5,090	5,083	4,928

Key performance indicators 2006-2010

	2010	2009	2008	2007	2006
Return on Capital Employed Pre Goodwill (exc Inv Property)%	12.8	10.4	10.9	n/a	n/a
Return on Capital Employed Pre Goodwill (inc Inv Property)%	10.6	9.8	8.8	n/a	n/a
Trade Profit after Depreciation % of Sales	6.3	4.6	4.8	4.2	3.1
Trade Profit before Depreciation % of Sales	9.4	7.2	7.4	6.6	5.3
Transfer to Reserves % of Sales	2.2	1.4	1.5	1.5	2.9
Number of Societies	24	26	27	30	34
Membership (000's)	9,557	9,547	8,698	8,176	8,256

N/A = not available.

Worker co-operatives

	Number of Co-operatives	Turnover - £'s	Profit - £'s	Profit % Turnover	Shareholders funds - £'s	Members	Employees
Turnover over £5 million	5	87,093,748	1,910,707	2.2	10,307,360	461	510
Turnover £1 million - £5 million	17	41,338,503	1,078,111	2.6	5,231,929	1,673	401
Turnover £500,000 - £1 million	15	10,541,309	158,542	1.5	3,335,779	1,397	212
Turnover £250,000 - £500,000	22	7,368,736	95,223	1.3	1,303,179	187	130
Turnover £100,000 - £250,000	40	6,117,520	64,519	1.1	734,140	311	155
Turnover £25,000 - £100,000	66	3,514,412	145,855	4.2	1,218,845	416	153
Turnover below £25,000	81	849,396	2,557	0.3	40,422	491	57
No turnover identified	295	-	-171,170	-	5,176,315	298	322
Total	541	156,823,624	3,284,345	2.2	27,347,969	5,234	1,940

Top 10 worker co-operatives

		Web URL	Turnover - £'000s
1	Triangle Wholefoods Collective Limited	www.suma.coop	25,142
2	Dulas Ltd	www.dulasltd.co.uk	22,276
3	Infinity Foods Co-operative Limited	www.infinityfoods.co.uk	14,309
4	Edinburgh Bicycle Co-operative Limited	www.edinburghbicycle.com	13,376
5	Essential Trading Co-operative Limited	www.essential-trading.coop	11,990
6	Michael Jones Co-operative Limited	www.michaeljonesjeweller.co.uk	4,945
7	Scottish Wholefoods Collective Warehouse Limited	www.greencity.co.uk	4,682
8	Unicorn Grocery Limited	www.unicorn-grocery.co.uk	3,697
9	Equal Exchange Trading Ltd	www.equalexchange.co.uk	3,688
10	Traffic Systems Co-operative Limited	www.trafficsystems.co.uk	3,600

Employee-owned businesses

	Number of Co-operatives	Turnover - £'s	Profit - £'s	Profit % Turnover	Shareholders funds - £'s	Members	Employees
Turnover over £5 million	7	9,262,785,184	227,886,360	2.5	2,225,318,524	-	76,098
Turnover £1 million - £5 million	2	4,018,000	1,980,000	49.3	9,842,000	-	325
Turnover £500,000 - £1 million	-	-	-	-	-	-	-
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	20	-	887,256	-	11,730,899	-	53
Total	30	9,267,191,251	230,767,252	2.5	2,246,897,409	-	76,476

Top 8 employee-owned businesses

		Web URL	Turnover - £'000s
1	John Lewis Partnership PLC	www.johnlewispartnership.co.uk	8,206,300
2	Arup Group Ltd	www.arup.com	725,638
3	Tullis Russell Group	www.tullis-russell.co.uk	156,360
4	Scott Bader Company Limited	www.scottbader.com	150,508
5	UBH International Ltd	www.ubh.co.uk	9,621
6	Elmwood Design Limited	www.elmwood.co.uk	8,157
7	St Lukes Communications Limited	www.stlukes.co.uk	6,202
8	Belgrano Services Limited	www.belgrano.co.uk	388

Agriculture co-operatives

	Number of Co-operatives	Turnover - £'s	Profit - £'s	Profit % Turnover	Shareholders funds - £'s	Members	Employees
Turnover over £5 million	67	4,240,082,874	34,895,046	0.8	389,850,222	88,433	7,669
Turnover £1 million - £5 million	58	134,595,647	1,108,241	0.8	24,998,224	14,798	75
Turnover £500,000 - £1 million	38	27,156,951	1,301,131	4.8	17,476,152	11,509	62
Turnover £250,000 - £500,000	27	9,619,665	511,278	5.3	6,856,276	5,302	10
Turnover £100,000 - £250,000	25	4,379,526	188,413	4.3	3,245,949	7,979	16
Turnover £25,000 - £100,000	43	2,636,103	189,189	7.2	2,022,231	9,100	83
Turnover below £25,000	87	726,659	208,388	28.7	4,660,529	10,556	6
No turnover identified	101	-	-482,905	-	7,729,301	6,070	29
Total	446	4,419,197,425	37,918,781	0.9	456,838,884	153,747	7,950

Top 10 agriculture co-operatives

	Web URL	Turnover - £'000s
1	Milk Link Limited	www.milklink.com
2	First Milk Limited	www.first-milk.co.uk
3	Openfield Group Limited	www.openfield.co.uk
4	United Dairy Farmers Limited	www.utdni.co.uk
5	Mole Valley Farmers Limited	www.molevalleyfarmers.com
6	Fane Valley Co-operative Society Limited	www.fanevalley.co.uk
7	ANM Group Limited	www.goanm.co.uk
8	Anglia Farmers Limited	www.angliafarmers.co.uk
9	Atlasfram Group Limited	www.framfarmers.co.uk
10	Agricultural Central Trading Limited	www.actionfarm.co.uk

Fishing co-operatives

	Number of Co-operatives	Turnover - £'s	Profit - £'s	Profit % Turnover	Shareholders funds - £'s	Members	Employees
Turnover £1 million - £5 million	10	21,193,083	959,066	4.5	18,824,641	1,428	31
Turnover £500,000 - £1 million	6	4,386,845	166,303	3.8	790,152	302	3
Turnover £250,000 - £500,000	3	893,147	192,136	21.5	1,674,706	283	3
Turnover £100,000 - £250,000	8	1,386,091	79,159	5.7	1,338,936	1,002	6
Turnover £25,000 - £100,000	8	381,145	13,405	3.5	323,988	379	2
Turnover below £25,000	24	158,097	30,609	19.4	408,406	961	10
No turnover identified	6	-	-15,566	-	407,793	150	1
Total	67	39,262,391	1,524,628	3.9	26,289,218	4,691	112

Top 10 fishing co-operatives

	Turnover - £'000s
1	Orkney Fishermen's Society Limited
2	Anglo-North Irish Fish Producers Organisation Limited
3	Fishermen's Mutual Association (Pittenweem) Limited
4	Fishermen's Mutual Association (Eyemouth) Limited
5	Lough Neagh Fishermen's Co-operative Society Limited
6	Tarbert-Argyll Fishermen Limited
7	Shetland Fish Producers Organisation Limited
8	North East of Scotland Fishermen's Organisation Limited
9	Mallaig Fishermen's Co-operative Limited
10	MarineCo Limited

Housing co-operatives

	Number of Co-operatives	Turnover - £'s	Profit - £'s	Profit % Turnover	Shareholders funds - £'s	Members	Employees	Number of Units
Turnover over £5 million	3	26,845,831	421,502	1.6	14,374,537	1,530	96	-
Turnover £1 million - £5 million	24	41,468,057	4,718,433	11.4	54,856,917	8,194	130	-
Turnover £500,000 - £1 million	29	20,269,243	857,550	4.2	60,641,422	6,448	41	-
Turnover £250,000 - £500,000	73	25,093,333	1,310,003	5.2	61,397,163	9,403	74	-
Turnover £100,000 - £250,000	134	21,214,558	2,065,477	9.7	37,338,874	9,324	54	-
Turnover £25,000 - £100,000	129	7,555,242	1,138,860	15.1	18,315,150	4,173	10	-
Turnover below £25,000	160	1,484,738	117,991	7.9	7,374,667	20,994	4	-
No turnover identified	134	-	36,766	-	151,607	749	-	-
Total	686	143,931,002	10,666,582	5.9	254,450,337	60,815	409	-
Community Gateway Associations	6	169,824,192	30,690,466	18.1	77,849,480	12,229	313	-
Total	692	313,755,194	41,357,048	13.2	332,299,817	73,044	722	-

Top 10 housing co-operatives

	Turnover - £'000s
1	Co-operative Development Society Limited
2	Cynon Taf Community Housing (2007) Limited
3	Tenants First Housing Co-operative Limited
4	Belle Isle Tenant Management Organisation Limited
5	Rosehill Housing Co-operative Limited
6	Caterpillar Housing Co-operative Limited
7	Mulberry Housing Co-operative Limited
8	Co-op Homes (South) Limited
9	West Whitlawburn Housing Co-operative Limited
10	Lochfield Park Co-operative Limited

Supporters' trusts

	Number of Co-operatives	Turnover - £'s	Profit - £'s	Profit % Turnover	Shareholders funds - £'s	Members	Employees
Turnover £250,000 - £500,000	2	692,500	-122,874	-17.7	-122,632	242	3
Turnover £100,000 - £250,000	5	691,012	127,492	18.5	893,299	6,771	-
Turnover £25,000 - £100,000	23	1,088,152	-39,593	-3.6	2,307,833	49,130	-
Turnover below £25,000	93	797,109	210,521	26.4	2,706,591	31,002	-
No turnover identified	31	-	-9,886	-	120,995	1,998	-
Total	154	3,268,773	165,660	5.4	5,906,086	89,143	3

Top 10 supporters' trusts

	Web URL	Turnover - £'000s
1	F C United Limited	www.fc-utd.co.uk
2	Rochdale Hornets Rugby Football League Club Society Limited	www.rochdalehornets.com/
3	Exeter City AFC Supporters Society Limited	www.ecfcst.org.uk
4	Clyde Supporters Limited	www.clydetrust.org
5	Wimbledon Football Club Supporters' Society Limited	
6	Hendon Football Club Supporters Society Limited	
7	Stirling Albion Supporters' Society Limited	www.safcsupporterstrust.org.uk
8	Brentford Football Community Society Limited	www.beesunited.org.uk
9	Runcorn Linnets FC Limited	
10	Scarborough Athletic FC Society Limited	

Methodology and glossary of terms

Sources of data

Co-operatives UK's 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 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 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

The UK co-operative economy 2011 offers a unique assessment of a growing sector – which, because it is mutually-owned rather than stock market listed, traditionally tends to be neglected by market analysts and the financial press. Drawing on published accounts for co-operatives, the conclusion is clear: the UK is beginning to co-operative once again.



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