La Leche League GB

Annual Report and Financial Statements

For the year ended 31 March 2026

La Leche League Great Britain

A charity and company limited by guarantee and not having share capital, registered in England

Company number 1566925 · Charity number 283771 (England and Wales) · SC050396 (Scotland)

Contents

Introduction 3

Legal and administrative information 3
Letter from the Chair 4

Report of the Trustees for the year ended 31 March 2026 5

Who we are and how we do it 6
What we achieved in 2025/26 9
2025/26 highlights 10
2025/26 – Spotlight on inclusion 13

Structure, governance and management 14

Organisation 15
Risk management 16
Administration and finance 18

Financial statements 20

Independent examiner's report to the Trustees of La Leche League Great Britain 21
Statement of financial activities (including income and expenditure account) 22
Balance sheet 23
Notes to the financial statements for the year ended 31 March 2026 24

Appendices 30

Appendix 1 – Scottish Government Breastfeeding Programme 31
Appendix 2 – Report from Directors of LLLGB Shop (LLL Books Ltd, the trading arm of LLLGB) 32

Legal and administrative information

The Trustees present their report and financial statements for the year ended 31 March 2026. The Trustees have adopted the provisions of the Statement of Recommended Practice: Accounting and Reporting by Charities (SORP) – FRS 102 in preparing the annual report and financial statements of the charity.

Principal activity: provision of breastfeeding help, information, and education.

Registered name: LA LECHE LEAGUE GREAT BRITAIN
The company is incorporated under the 2006 Companies Act (No. 1566925).
La Leche League Great Britain is a registered charity (No. 283771 England and Wales, SC050396 Scotland).

Registered address: Charlotte House, Stanier Way, The Wyvern Business Park, Derby, DE21 6BF.

Directors

The directors of the charitable company are its trustees for the purposes of charity law. The following have served during the year April 2025 – March 2026.

Emma Baghdadi	
Maria Bertolo-Pardo	
Heather Birt	
Kate Breen	
Victoria Clubley-Moore	Appointed November 2025
Nicola Coles-Carr	Appointed November 2025
Sarah Fletcher	Resigned November 2025
Jayne Joyce	
Rae Lowe	
Caitriona Martin	
Paula Muezerie Buchanan	Appointed February 2026
Rachel O'Leary	
Helen Russ	Resigned November 2025
Nicola Sheldon	
Maria Yasnova	Resigned February 2026

Company secretary	Claire Patel
Independent examiner	Miss K Grice FCA, Fouetté Accountancy Solutions Limited 82a Selby Lane, Keyworth, Nottingham, NG12 5AJ
Bankers	Virgin Money, 7 Gold Street, Northampton, NN1 1EN

> *Just wanted to say thank you for the lovely space today (and always!). I look forward to the meeting every month and it has been so helpful for me and Rowan on our feeding journey* ❤
>
> **Ellie**

Letter from the Chair

This has been a year in which LLLGB has been able to look forward.

Following a period of significant change, 2025/26 has brought greater stability and renewed energy. Across Great Britain, Leaders have continued doing what lies at the heart of La Leche League: offering skilled, compassionate breastfeeding support — in groups and courses, by phone and online, and wherever mothers and those who support them need us.

There is much to celebrate. In 2025, **52 new Leaders were accredited**, more than double the number in 2024. Last year we wrote about our new Leader accreditation pathway and our hope that it would enable more people to fit becoming a Leader around busy lives. It is wonderful to see that hope becoming reality.

Our National Workshop brought Leaders and trainees together in Bedford for learning, conversation and connection. Since the end of the reporting year, we have launched a national survey to hear from people who have – and have not – used or encountered LLLGB and our resources, helping us understand what they value, what can make our support harder to access, and how we can reach more families. And with **one million active website users** during the year, work towards a new website will help ensure that reliable, accessible breastfeeding information remains freely available on a remarkable scale.

Alongside this visible work, the Council of Directors has continued strengthening LLLGB's finances, governance and organisational structures. Greater stability has allowed us to focus on our mission: the families we support, the volunteers who make that support possible, and the future of LLLGB.

None of this happens without people. We are enormously grateful to our Leaders and trainee Leaders, our staff, members, donors, and supporters, and to the mothers who share their experiences so generously with others.

As we look ahead, we want LLLGB to remain recognisably what it has always been at its best: a community where breastfeeding knowledge and experience are shared generously, everyone is listened to, and no one has to work everything out alone.

Emma Baghdadi
Chair of Trustees
La Leche League GB
September 2026

La Leche League GB

Report of the Trustees

For the year ended 31 March 2026

Who we are

LLLGB was established in 1981 as an independent affiliate of La Leche League International (LLLI), serving England, Wales, and Scotland. LLLI, founded in 1956, is the world's leading mother-to-mother breastfeeding support organisation.

La Leche League's Vision

To realise, deepen and share the love and wisdom found in the breastfeeding relationship.

What we do in LLLGB

Our charity's objective is to promote the physical and psychological health of mothers and children through education in the technique of breastfeeding, and to advance the education of the public and especially those concerned with the care of children, in the health benefits both immediate and long-term of breastfeeding.

Who we benefit

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's general guidance on public benefit, and in particular the advancement of education on the technique of breastfeeding for those who are breastfeeding or who wish to breastfeed, and the education of the public about breastfeeding.

How we do it

Our Leaders



Our volunteer breastfeeding counsellors (La Leche League Leaders) are the cornerstone of our organisation. They provide up-to-date information and compassionate, non-judgmental support through the whole span of breastfeeding, from pregnancy to weaning.

Our flexible LLLI accreditation pathways accommodate family life, with applicants (trainees) assisted by their local Leader and the Leader Accreditation Department (LAD). Once accredited, Leaders continue to receive support from their District Co-ordinator and Leader Department Director, alongside informal peer connections, creating a strong and connected community.

Leaders are supported by our Professional Liaison (PL) Department for more complex queries. The PL Department is part of the wider LLLI Global Professional Liaison Network, ensuring access to international expertise. Our Panel of Professional Advisors, comprising experts in breastfeeding and birth research and practice, advises the PL Department and assists with medical queries and challenges, enhancing the quality and depth of support we provide to families.

Local support



Our in-person breastfeeding support groups have always been the heart of La Leche League. Held in a wide range of locations, from community centres and family hubs to cafés and martial arts studios, our meetings offer safe spaces to receive support with breastfeeding issues and connect with others who understand the challenges and joys of 'mothering through breastfeeding'.

Within their local communities, our Leaders also offer flexible one-to-one support via phone and video calls, Zoom meetings, social media chat groups, email, direct messaging, and more.

> *Great to attend LLL Bicester meet for first time. Welcomed with a cup of tea and a biscuit before breaking into two groups - newborns and older babies. Everyone so welcoming. The added structure with a guiding facilitator meant the chat stayed on breastfeeding brainstorming some topics we had been struggling with with input from others in the group. Great set up and left feeling very glad I had been with a few new numbers in my phone and a borrowed book to read from LLL library. Thank you*
>
> **Lizzie, March 2026**

National support

Our national Callback phone service and email Helpforms are available for anyone in Britain, whether they're pregnant, breastfeeding, a family member, friend, or professional supporting someone else to breastfeed, or a member of the public seeking information about breastfeeding. Virtual LLL meetings and specialist national social media support groups (e.g. for mothers who are tandem nursing) are available for those who are pregnant or breastfeeding.

Antenatal education



Launched during the pandemic, our four-hour virtual Beginning Breastfeeding course is a growing area of our educational work. It's free of charge for anyone who is pregnant, and partners and supporters are welcome too.

> *I came away from the course feeling so empowered and relieved of all my breastfeeding worries. So grateful that the Leaders are willing to answer questions on an ongoing basis too. I've already recommended the course to 2 friends!*
>
> **Beginning Breastfeeding course participant**

High quality, accessible breastfeeding information



Our website is a leading source of free, evidence-based breastfeeding information in the UK. During the year we have progressed a major review and update of website content, preparatory to redevelopment in 2026/27.

Our printed publications have been trusted by families and health professionals for decades. These, and other carefully selected breastfeeding resources, are available through our wholly owned trading subsidiary, LLLGB Books. Key texts are discounted for Leaders.

The LLLGB podcast provides easy-to-digest information about a wide range of breastfeeding topics, and it is now up to 24 episodes.

Advocacy

Baby Feeding Law Group - UK

LLLGB is represented on the Baby Feeding Law Group UK, which advocates for government and policy-makers to implement and enforce marketing laws that protect infant and young child feeding.

What we achieved in 2025/26

- **5,634 recorded occasions of support** across our one-to-one, group, WhatsApp and Beginning Breastfeeding services
- **1,683 people supported one-to-one**
- **2,396 people supported at group meetings**, across **493 in-person and 70 online meetings**
- **43 Beginning Breastfeeding Online antenatal courses**, reaching an estimated **538 expectant parents**
- **52 new Leaders accredited** — more than double the 24 accredited in 2024
- **Group support focused on shared experience over time** with focus on: Sleep, Returning-to-Work, nursing beyond a year, and starting solids.
- Interesting patterns emerged around **1:1 support,** which tends to **focus more on individual problem solving**, particularly in the early weeks. Notable topics were: establishing feeding, unsettled or sleepy babies, milk supply, positioning, pain
- **Local support recorded a changing support mix** with 25% via messaging (WhatsApp/text), 25% on phone calls, 10% via email, 8% in person, 3% video

Return-to-Work

Return-to-Work is emerging as a critical support moment for the breastfeeding families we support, with **fifty-one 1:1** supporting situations raising this topic and **133 group sessions** raising this topic.

Digital reach

- **Website: 1 million active users**
- **Facebook: 1.77 million views**
- **Podcast: 14,904 plays and downloads**
- **Podcast: 5,333 listeners**

Content that travels

This year, our **Pride** post reached 122K views, **Breastfeeding at night** reached 98k, Legal rights regarding **breastfeeding in public** reached 63k views, **Breastfeeding after Sexual Abuse** 60k views, Use of **Nipple shields** 58k views.

What do people ask us about?

The most common topics recorded by Leaders this year were milk supply (32%), positioning and attachment (29%), nipple pain (19%) and sleep (19%).

2025/26 highlights

Growing our community of Leaders

In 2025, **52 new La Leche League Leaders were accredited**, more than double the 24 accredited in 2024.

This follows the introduction of new approaches to Leader accreditation, including our 10-week pathway using Zoom and WhatsApp alongside our traditional self-directed route. When we introduced the new pathway, we hoped it would make becoming a Leader easier to fit around busy lives and help us welcome a wider range of volunteers. Our goal was to double the number of new Leaders accredited during 2025 — and we exceeded it.

The growth in new Leaders is already helping us build stronger local teams: only 38% of group meetings were led by a single Leader, down from 53% last year. By recruiting and training mothers within our communities, we are increasing the number of Leaders available to work together and share the work of providing local support.

We also launched a new programme of **online education events for Leaders and Leader Applicants**, creating regular opportunities to develop knowledge, share experience and learn together. Our new Leaders join a community of volunteers across Great Britain providing skilled, compassionate breastfeeding support.

Learning and connecting in Bedford

In November 106 Leaders, trainee Leaders and potential future Leaders from across LLLGB came together in Bedford for our **National Workshop**.

Our workshops provide opportunities not only for continuing education, but for the relationships and informal learning that sustain our volunteer community. After a period in which much of our national work necessarily took place online, spending time together in person was particularly valuable.

> *The Bedford workshop was a truly empowering experience. Alongside learning about the mechanics of LLL, we also met the amazing superstars who make it run smoothly. Inspiring and uplifting, growing and celebrating successes, big or small. It gave me the ability to draw on the strength and wisdom of those around me, as a Leader Applicant, to become a Leader to give back the way that I needed when I first found LLL. It was a privilege to attend and meet such an incredible group of people and I will cherish those memories!*
>
> **Nico**



The National Workshop in Bedford – photo credit Peter Li

Listening and looking ahead

During the year we began reviewing how LLLGB communicates who we are, what we offer and why breastfeeding support matters. This has involved listening to different perspectives and thinking carefully about how people encounter LLLGB, what helps them find the support they need, and what may make that support harder to access.

The work is part of a wider commitment to ensuring that LLLGB remains relevant and accessible to the families who need us, and that our communications reflect clearly what we do and the communities we hope to reach.

Since the end of the reporting year, this work has developed further. In summer 2026 we launched a national survey, inviting people who have — and have not — used LLLGB support and resources, as well as health professionals and others who know our work, to share their experiences and perspectives. The findings, together with further conversations within our communities, will help inform future decisions about our communications, services and how we reach and welcome families.

Building a new digital home

Our website is one of the most important ways LLLGB provides breastfeeding information to the public. During 2025/26 our website reached **one million active users**, demonstrating the extraordinary reach of freely available, evidence-based breastfeeding information.

Our resources are written not for a clinical audience but for mothers and parents themselves — often reading because something is difficult or worrying — combining accurate information with practical help, reassurance, and first-hand experience.

> *I shared a webpage that you've recently updated with a mum, and she found it really helpful, especially the references that she shared with her surgeon. Just thought I'd let you know!*
>
> **Rachel, breastfeeding supporter**

This year we continued the major review and updating of our breastfeeding information and began work towards rebuilding the website itself. The new site will make our information easier to find and use, make it simpler to connect with LLL support, and provide a strong digital foundation for the charity's future.



Our most visited page

Our most frequently visited page was Breastfeeding at Night, with **92,000 views**.

Strengthening relationships with health professionals and specialist communities





LLLGB at the Unicef Baby Friendly Conference in Telford

Good relationships with health professionals and specialist support communities help families receive consistent information and find skilled breastfeeding support when they need it.

This year LLLGB launched a new **newsletter for health professionals**, sharing breastfeeding information, resources and news from our work. We also met professionals from across the UK at the UNICEF UK Baby Friendly Initiative Annual Conference in Telford, where LLLGB volunteers represented the charity.

We have also been developing resources in partnership with families themselves. Our new Breastfeeding a Cleft-affected Baby resource was co-produced with a mother drawing on her own experience of breastfeeding her cleft-affected baby. It brings together evidence-based information with practical ideas and the experiences of families who have found ways to breastfeed in circumstances where this can be particularly challenging. The mother who helped us develop the resource has shared it within the cleft support community, and when families contact LLLGB seeking support in similar circumstances, we can—with her agreement—connect them with someone who has lived experience.

Our information also reaches other charities and professionals. During the year, national multiple sclerosis charity MS-UK contacted us to tell us that our resource on antenatal expression of colostrum had helped its helpline team when reviewing information for pregnant people with MS — another example of LLLGB's breastfeeding expertise reaching beyond the families who contact us directly.

2025/26 – Spotlight on inclusion

Our bi-monthly members' publication *Breastfeeding Matters* features stories, interviews, news, poetry, and artwork from the LLLGB community.

Special editions this year included Black Breastfeeding Week, Neurodiversity, and Pride.



Breastfeeding Matters, issues 267, 268 and 272

La Leche League GB

Structure, governance and management

Governing document

La Leche League Great Britain (LLLGB) is an Affiliate of La Leche League International (LLLI), a global not-for-profit organisation and internationally recognised authority on breastfeeding. LLLGB is a registered charity with both the Charity Commission and the Office of the Scottish Charity Regulator (OSCR). It is a company limited by guarantee, incorporated in England under the Companies Act 2006 and governed by its Memorandum and Articles of Association, originally dated 9 June 1981 and subsequently amended on 23 October 2004, 22 November 2008, 12 October 2013, 25 May 2014, 12 October 2014, 10 October 2015, and 16 April 2020, to reflect current governance arrangements.

The members of the company are La Leche League Leaders – individuals accredited by La Leche League International as competent to provide breastfeeding information and support – who have paid their annual Leader fee to LLLGB. As of 31 March 2026 there were approximately 185 accredited Leaders in membership.

Appointment of Directors

Directors are elected by Leader Members at the AGM. As set out in our Articles of Association, the Chair of Trustees is elected by the Council of Directors (the Trustee Board). Each year at the Annual General Meeting (AGM), usually held in October or November, one third of the Directors (or as close to that number as possible) step down from the Council. Directors may serve up to six consecutive years. The Council may also co-opt additional Directors during the year to fill vacancies or bring in particular expertise; anyone appointed in this way must then stand for election at the next AGM. Directors are not required to be LLL Leaders. No more than five Directors may be non-Leader Members. The majority must always be accredited Leaders. Before each AGM, all voting members are informed which Directors are retiring and invited to nominate candidates for election.

Trustee induction and training

New Directors receive an orientation pack (revised and updated as necessary) to brief them on their legal obligations under charity and company law, a copy of the Memorandum and Articles of Association, the charity's policies and procedures, the department structure and decision-making processes, the recent financial statements of the charity, and the current strategic plan. New Directors are also orientated into the online workspaces and documents drive used for all trustee work. Opportunities are given to new Directors to meet employees and other Directors. Directors are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Organisation

The Council of Directors (CoD), which administers the charity, can have up to thirteen Directors. The Council holds four quarterly meetings each year. These are full day meetings in person (online in certain circumstances). In addition as required, the Council holds regular shorter meetings online for day-to-day departmental and governance work.

The Directors are responsible for the overall management and oversight of the charity. To facilitate effective operations, authority is delegated to staff and other volunteers, within terms of delegation approved by the Directors, for operational matters including finance, volunteer training and support, publications, and training activities.

Risk management

The Council regularly reviews the risks facing the organisation and develops plans to manage them. These plans are monitored and refined as needed. The key areas of risk are addressed in the following ways:

Reputational risk

The significant reputational challenges described in last year's report did not continue at the same level during 2025/26. Public controversy relating to events of the previous year largely subsided, and LLLGB received very little external communication about the issues surrounding gender and inclusion.

Trustees nevertheless remained mindful of the need to rebuild confidence, communicate clearly and ensure that LLLGB's policies and public messaging support its charitable purpose. Work continued during the year to develop a clearer and more widely shared approach to inclusion.

Following the end of the reporting period, in May 2026, trustees adopted a revised **Inclusion Policy and accompanying Implementation Guidance**, following consultation with Leaders. This work provides a clearer framework for inclusive practice across LLLGB while keeping breastfeeding support at the centre of the charity's work.

Reputational risk remains a standing organisational risk and is monitored through LLLGB's risk-management processes.

Risks associated with the links to La Leche League International (LLLI)

La Leche League GB has been an independent affiliate of La Leche League International (LLLI) since 1981. There is no legal ownership between the two organisations. Their relationship includes licensing agreements for the use of the LLL name and logo, shared international policies and standards, and financial contributions towards shared central costs. LLLGB Leaders are subject to relevant LLLI policies, including the Leader Code of Conduct, except where these are incompatible with local law.

During 2025/26, LLLGB continued to participate in the governance and development of LLLI, including through its representative on the LLLI Board and involvement in and contribution to international policy discussions. As an independent UK charity, however, LLLGB trustees remain responsible for ensuring that decisions made in Great Britain comply with UK law and further LLLGB's charitable purposes.

The events described in last year's report demonstrated the importance of clear arrangements between LLLGB and LLLI, including effective processes for communication and resolving differences. During 2025/26, the two organisations continued work on a **revised Affiliate Agreement** intended to provide a clearer and more robust framework for their relationship. This work has taken longer than originally anticipated and was not completed during the reporting period, but substantial progress has been made and discussions remain constructive.

Since the end of the reporting period, LLLGB's representative on the LLLI Board has stood down. The seat is currently vacant, and LLLGB hopes to elect a new representative in April 2027.

Governance capacity and continuity

Directors are responsible for much of the management and oversight of the charity at national level. Trustee turnover was considerably lower during 2025/26 than in the previous year, providing greater continuity and allowing the Council of Directors to develop more stable ways of working. Three Directors left the Council during the year and three new Directors were appointed.

LLLGB continues to recognise the risks associated with relying heavily on a relatively small number of volunteers for national leadership and operational responsibilities. During the year, trustees have worked to clarify responsibilities, improve shared working and documentation, and distribute knowledge and tasks more widely. The Operations Manager, bookkeeper and effective shared-work systems also provide important continuity when individual trustees change.

Recruitment, succession planning and reducing dependence on individual trustees remain priorities as LLLGB seeks to build sustainable leadership for the future.

Financial risks

Risks associated with the economic links between the trading subsidiary (LLL Books Ltd) and LLLGB

These risks have been mitigated by cost containment. LLLGB Shop (LLL Books Ltd) is a trading subsidiary wholly owned by LLLGB and financially separate from the charity. LLLGB has previously benefited from an annual donation from the profits of LLLGB Shop, which last year was £1066 (from 2023-24 profits), but unfortunately there were no profits last year so no donation was made this year (based on 2024-25 losses) and there will be no donation next year based on 2025-26 losses. As the downward trend in sales of paper-based goods continues and losses increase, the Directors of LLL Books Ltd are assessing the situation with a view to reduce stock and ultimately close the business, returning the initial £10,000 investment to LLLGB along with any funds available after business expenses have been paid.

Risks associated with shortage of general funds from memberships and donations

Memberships and donations are decreasing and economic pressures across Great Britain continue to affect individuals' capacity to give. LLLGB has undertaken fundraising efforts, including online donations and membership promotion. Grant funding continues to support some local LLL Groups with the costs of running meetings and Leader expenses. LLLGB continues to prioritise careful budgeting, forecasting, and cost reduction where possible. Website redevelopment includes more prompts to donate and online donation pages make donating to LLL groups much more accessible. The need to increase income - particularly consistent predictable income - is a priority for the organisation in order to improve the financial forecast and sustainability of the charity.

Risks associated with the costs of our infrastructure

The charity's database, accounting software, and website play a key role in maintaining administrative efficiency and supporting core activities. These systems are essential to processing membership subscriptions, delivering services, and ensuring reliable communication. Memberships are offered on both annual and monthly direct debit plans. While infrastructure costs represent a fixed financial commitment, the charity holds sufficient reserves to ensure these costs can be met even in the event of reduced income. The charity regularly reviews infrastructure costs to ensure they remain proportionate to operational needs and aligned with available resources. Over the past year our infrastructure costs have been interrogated and reduced where possible and sensible. This is likely to show in 2026-27 annual accounts.

Administration and finance

This financial year the charity's main sources of income were:

- **Subscriptions:** as usual, much of our income came from various forms of subscriptions (memberships) totaling around £30,115 (£34,973 in 2024/25).
- **Donations:** £19,425 plus £12,500 in donations designated for the website redevelopment project, totalling £31,925 (£40,354 in 2024-25).
- **Grants:** £34,724 in grants applied for and received by six LLL groups.
- **Interest:** £4,469 (last year's accounts showed £10,988 but £9,575 of this represented three years of interest received in the COIF).

This year saw the completion of projects for which LLLGB has been holding restricted funds, such as the Scottish Government grant to fund LLL Breastfeeding Support groups in Scotland, including Breastfeeding LENS. Whilst the overall expenditure of the organisation for 2025-26 exceeds the overall income by £19,710 due to the spending of those restricted funds, the amounts of unrestricted income and unrestricted expenditure are almost equal for the year.

The accounts show total incoming resources for the year of £119,531 (£158,679 in 2025, which included a £30k donation). The expenditure has fallen in the past year to £139,241 (£168,455 in 2025 which included £28k legal and professional fees). However, when looking solely at unrestricted funds (i.e. not grants), the income was £109,219 and the expenditure was £108,372, showing a profit of £847, representing the success of significant efforts to manage the financial situation.

The Council of Directors has been carefully analysing the outgoings of LLLGB in order to reduce expenditure where practical to ensure that our financial position is sustainable. Increasing income is a priority and steps have been taken to enable online donations for all groups and increase prompts to donate on the LLLGB website.

The majority of LLLGB groups hold funds for local use in their own group bank accounts and some hold their funds in the LLLGB bank account. These funds are used to pay for the running of their group meetings and paying Leader expenses, including, for example, venue hire and resources needed for meetings and Leaders' continual professional development. LLLGB's balance sheet included £83,078 (£87,857 in 2024-25) held by those groups, plus £688 held by LLLGB on behalf of groups.

Restricted funds are funds received from a funder and are to be used for a specific purpose, such as a particular project or activity. The balance of restricted funds is the amount not yet spent on those specific projects and activities.

Most LLLGB funds are unrestricted funds, which means that they can be used for any purpose as long as they are used in accordance with our charity aims and objectives. La Leche League's goal, as per our reserves policy updated in January 2026, is to uphold reserves to guarantee continuity of our work, even in less ideal economic conditions and our current level of reserves is more than sufficient in this respect.

We are deeply appreciative of the support from our members, as well as the grants awarded to groups and the generous donations from individuals. We extend our heartfelt thanks to everyone who felt moved to contribute to our cause, whether their donations were large or small. We are also immensely grateful to our fantastic volunteers who have dedicated their time and energy to volunteering with us this year. The donations and memberships received are a reflection of some of the lives they have touched with all the support they have given.

Trustees' responsibilities in relation to the financial statements

Company law requires the Trustees to prepare financial statements that give a true and fair view of the state of affairs of the charity at the end of the financial year and of its surplus or deficit for the financial year. In doing so the Trustees are required to:

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

The Trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enables them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent examiner

Miss K Grice FCA of Fouetté Accountancy Solutions Limited will be in office as independent examiner for the ensuing year.

Small company provisions

This report has been prepared in accordance with the special provisions relating to small companies under Part 15 of the Companies Act 2006.

The LLLGB Council of Directors

La Leche League GB

Financial statements

For the year ended 31 March 2026

Independent examiner's report to the Trustees of La Leche League Great Britain

I report on the accounts of the Charitable Company for the year ended March 31, 2026, which are set out on pages 22 to 30.

Respective responsibilities of Trustees and examiner

The Charity's Trustees (who are also directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The charity's Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility:

- to examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the General Directions given by the Charity Commission under section 145 (5) (b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- which gives me reasonable cause to believe that, in any material respect, the requirements
  - (a) to keep accounting records in accordance with section 386 of the Companies Act 2006; and
  - (b) to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice (FRS 102): Accounting and Reporting by Charities have not been met; or
- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Miss K Grice FCA
Fouetté Accountancy Solutions Limited
82a Selby Lane, Keyworth, Nottingham, NG12 5AJ

Date: 26 September 2026

Statement of financial activities

(including income and expenditure account) for the year ended 31 March 2026

	Notes	Unrestricted	Restricted	Total 31.03.26	Total 31.03.25
		£	£	£	£
INCOMING AND ENDOWMENTS					
Income and endowments from generated funds:					
Voluntary income		84,650	-	**84,650**	107,641
Activities for generating funds		1,778	-	**1,778**	8,707
Investment income		4,469	-	**4,469**	10,988
Income and endowments from charitable activities		18,322	10,312	**28,634**	31,343
Total income and endowments	**1/2**	**109,219**	**10,312**	**119,531**	**158,679**
RESOURCES EXPENDED					
Cost of generating funds:					
Cost of generating voluntary income	3	-	-	**-**	-
Fundraising trading: cost of goods sold & other goods	3	18,566	-	**18,566**	19,439
Charitable activities	3	82,196	30,869	**113,065**	113,813
Governance costs	3	7,610	-	**7,610**	35,203
Total resources expended	**3**	**108,372**	**30,869**	**139,241**	**168,455**
NET INCOMING RESOURCES FOR THE YEAR					
Net (expenditure) for the year		847	(20,557)	**(19,710)**	(9,776)
Transfer between funds		12,037	(12,037)	**-**	-
Fund balances at 1 April 2025	11	250,051	36,117	**286,168**	295,944
Fund balances at 31 March 2026	**11**	**262,935**	**3,523**	**266,458**	**286,168**

The statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 24 to 30 form part of these accounts.

Balance sheet as at 31 March 2026

Company number 1566925

	Notes	2026	2025
		£	£
FIXED ASSETS			
Tangible	5	-	-
Investment in subsidiary	4	**10,000**	10,000
		10,000	10,000
CURRENT ASSETS			
Stock		**1,840**	2,212
Sundry debtors and prepayments	6	**5,462**	17,705
Balance at Charities Official Investment Fund		**92,948**	89,319
Cash in bank		**168,654**	187,297
		268,904	296,533
CURRENT LIABILITIES – CREDITORS:			
Amounts falling due within one year	7	**12,446**	20,365
NET CURRENT ASSETS		**256,458**	**276,168**
TOTAL ASSETS LESS CURRENT LIABILITIES		**266,458**	**286,168**
REPRESENTED BY:			
RESERVES:			
Unrestricted funds			
Designated fund	8	**12,500**	-
General funds	8	**250,435**	250,051
		262,935	250,051
Restricted funds	8	**3,523**	36,117
	11	**266,458**	**286,168**

The notes on pages 24 to 30 form part of these accounts.

The Trustees are satisfied that the charitable company is entitled to exemption from the provisions of the Companies Act 2006 (the Act) relating to the audit of the accounts for the year by virtue of section 477 and that no member or members have requested an audit pursuant to section 476 of the Act.

The Trustees acknowledge their responsibilities for:

- ensuring that the charitable company keeps proper accounting records which comply with section 386 of the Act, and
- preparing accounts which give a true and fair view of the state of affairs of the charitable company as at the end of the financial year and of its surplus or deficiency for the financial year in accordance with the requirements of sections 394 and 395, and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the special provisions for small companies, subject to the small companies regime.

These financial statements were approved by the board of Trustees on 26th September 2026 and signed on its behalf by:

Caitriona Martin
Trustee/Director

Emma Baghdadi
Trustee/Director

Notes to the financial statements for the year ended 31 March 2026

1. Accounting policies

The accounts have been prepared under the historical cost convention and in accordance with the provisions of Section 1A “Small Entities” of Financial Reporting Standard 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland”, the Charities Act, the Companies Act 2006 and the Statement of Recommended Practice: “Accounting and Reporting by Charities” (FRS 102).

Donations and grants

Income from donations and grants, including capital grants, is included in incoming resources when these are receivable, except as follows:

- When donors specify that donations and grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions, which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions for use have been met.
- When donors specify that donations and grants, including capital grants, are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds receivable.

Resources expended

Resources expended are included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered.

Certain expenditure is directly attributable to specific activities and has been included in those cost categories. Certain other costs, which are attributable to more than one activity, are apportioned across cost categories on the basis of an estimate of the proportion of time spent on those activities.

Charitable activities include expenditure associated with the provision of information, advice and support, and include both the direct costs and support costs relating to these activities.

Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Consolidation

The Company is exempt from the requirements to prepare group accounts under 398 of the Companies Act 2006 as the group qualifies as a small size group and thus group accounts have not been prepared.

Fixed assets

Fixed assets are included in the balance sheet at cost less accumulated depreciation. Depreciation is provided to write off the cost of fixed assets over their estimated useful life of four years on a straight-line basis. Assets costing under £50 are not normally capitalised.

Stocks

Stocks are valued at the lower of cost and net realisable value. It is not possible to value the goods that are donated to the shops and these are therefore carried at a £Nil valuation within the year end stocks.

Pensions

Pensions are accounted for in accordance with FRS 102.

Pension costs and the pension provision for the defined benefit scheme are calculated on the basis of actuarial advice and are charged to the statement of financial activities on a basis to spread the costs over the employees' working lives.

Pension costs for the defined contribution scheme are charged to the accounts on an accruals basis in the period in which they occur.

A pension provision has been created within unrestricted funds in compliance with the requirements of the SORP.

Fund accounting

Funds held by the charity are either:

- Unrestricted general funds – these are funds which can be used in accordance with the charitable objectives at the discretion of the Trustees.
- Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Branches

The operating results and net assets of branches of La Leche League Great Britain have been included in the Statement of Financial Activities and Balance Sheet.

2. Incoming resources

INCOMING RESOURCES	Unrestricted funds £	Restricted funds £	Total 31.03.26 £	Total 31.03.25 £
Voluntary income				
Grants receivable	34,724	-	**34,724**	31,758
Others	386	-	**386**	556
Subscriptions	30,115	-	**30,115**	34,973
Donations (not including website donation)	19,425	-	**19,425**	40,354
	84,650	**-**	**84,650**	**107,641**
Activities for generating funds				
Group other income	956	-	**956**	6,873
Group sales of books and leaflets	-	-	**-**	115
Breastfeeding Matters sales	822	-	**822**	1,719
	1,778	**-**	**1,778**	**8,707**
Investment income				
Interest receivable	4,469	-	**4,469**	10,988
Sale of assets	-	-	**-**	-
	4,469	**-**	**4,469**	**10,988**
Incoming resources from charitable activities				
Scottish government grants	749	10,312	**11,061**	23,963
Website redevelopment donations	12,500	-	**12,500**	-
CAF	295	-	**295**	-
Conference	3,195	-	**3,195**	6,177
Others	1,583	-	**1,583**	1,203
	18,322	**10,312**	**28,634**	**31,343**

3. Analysis of total resources expended

Costs directly allocated to activities	Costs of generating funds £	Fundraising trading £	Information, advice and support £	Governance £	2026 Total £	2025 Total £
Salaries	-	-	31,992	-	**31,992**	31,556
Direct costs and materials	-	506	55,408	-	**55,914**	53,469
Publications and leaflets	-	10,780	-	-	**10,780**	12,343
Travel and accommodation	-	-	-	3,802	**3,802**	5,057
Communications	-	-	637	-	**637**	1,106
Training and conferences	-	548	6,209	3,546	**10,303**	14,350
Depreciation	-	-	-	-	**-**	183
Premises costs	-	-	(213)	-	**(213)**	469
Other costs	-	6,732	19,032	262	**26,026**	49,922
	-	**18,566**	**113,065**	**7,610**	**139,241**	**168,455**

Total resources expended include the following:

	2026	2025
	£	£
Depreciation	-	183
Management Committee remuneration	-	-
Management Committee expenses reimbursed:		
– Travel and incidental expenses of Trustees	**3,802**	5,057

Staff costs

	2026	2025
	£	£
Salaries and wages	**31,992**	31,556
Social Security costs	-	-
	31,992	**31,556**

The average number of employees during the year was 2 (2025: 2). No employee earned in excess of £60,000 (2025: £60,000).

Analysis of governance costs

	2026	2025
	£	£
Independent Examination fees	**1,455**	1,500
Legal and professional fees	**(1,193)**	27,894
Costs of Trustee travel and subsistence	**3,802**	5,057
Bad debts	-	-
Other costs	**3,546**	752
	7,610	**35,203**

4. Investment in subsidiary

	2026	2025
	£	£
10,000 £1 Ordinary Shares in LLL (Books) Ltd	**10,000**	10,000

The Company owns 100% of the ordinary share capital of LLL (Books) Ltd., a company incorporated in England. LLL (Books) Ltd. is a trading company selling books on breastfeeding, child care and family life to La Leche League Leaders, members and the general public. Profits not needed for development are donated to the charity.

At 31 March 2026 the aggregate capital and reserves of LLL (Books) Ltd. were as follows:

	£
Aggregate capital	**10,000**
Reserves	**23,469**
	33,469

The net assets of LLL (Books) Ltd at 31 March 2026 comprise:

	£
Tangible fixed assets	**42**
Stock	**12,934**
Debtors	**2,002**
Cash at Bank	**20,231**
	35,209
Less Creditors (including amounts due to group undertakings as below)	
Amounts owed to the group	**-**
Other creditors	**1,740**
	1,740

LLL (Books) Ltd made a loss of £1,432 (2025: £533), after taxation in the year ended 31 March 2026.

5. Fixed assets

	Office equipment
	£
COST	
Balance at 1 April 2025	**1,944**
Additions	**-**
Disposals	**-**
Balance at 31 March 2026	**1,944**
DEPRECIATION	
Balance at 1 April 2025	**1,944**
Provision in year	**-**
Disposals	**-**
Balance at 31 March 2026	**1,944**
NET BOOK VALUE	
At 1 April 2025	**-**
At 31 March 2026	**-**

6. Debtors

	2026	2025
	£	£
Sundry debtors	**5,462**	17,705
	5,462	**17,705**

7. Creditors

	2026	2025
	£	£
Amounts falling due within one year:		
Other income in advance	**9,613**	14,753
Trade creditors	**1,183**	3,604
Other creditors and accruals	**1,650**	2,008
	12,446	**20,365**

8. Analysis of net assets between funds

	Fixed assets	Net current assets	2026 Total	2025 Total
	£	£	£	£
Unrestricted				
Designated fund	-	12,500	**12,500**	-
General funds	10,000	240,435	**250,435**	250,051
Restricted				
Restricted funds	-	3,523	**3,523**	36,117
Total	**10,000**	**256,458**	**266,458**	**286,168**

9. Reserve capital

The Company is limited by guarantee with no authorised share capital. The amounts guaranteed in the nature of reserve capital are £240. These amounts are only capable of being called up for the purposes of winding up the Company. LLLGB holds a reserves policy to ensure sufficient funds are held in case of a downturn in circumstances.

10. Restricted and designated funds

Restricted funds relate to the following programmes:

- Scottish government grants.
- Alison Parkes memorial fund

Designated funds relate to the following programmes:

- Website redevelopment fund.

11. Movements in funds

	Balance at 01.04.25	Incoming resources	Resources used	Transfers	Balance at 31.03.26
	£	£	£	£	£
RESTRICTED FUNDS:					
Alison Parkes memorial fund	3,523	-	-	-	**3,523**
Scottish Government Grant	32,594	10,312	(30,869)	(12,037)	**-**
Total restricted funds	**36,117**	**10,312**	**(30,869)**	**(12,037)**	**3,523**
UNRESTRICTED FUNDS:					
Designated funds	-	12,500	-	-	**12,500**
General funds	250,051	96,719	(108,372)	12,037	**250,435**
Total unrestricted funds	**250,051**	**109,219**	**(108,372)**	**12,037**	**262,935**
TOTAL FUNDS	**286,168**	**119,531**	**(139,241)**	**-**	**266,458**

La Leche League GB

Appendices

Appendix 1 – Scottish Government Breastfeeding Programme

In 2025-26, LLLGB received an additional year of funding from the Scottish Government for Peer Support Training with Breastfeeding LENs Ltd. (one year more than expected as the Scottish Government had not expected to provide any additional funding after 2024-25). Funding for LLLGB to carry out group development in Scotland continued only until the end of December 2025, completing the project which had been going for over seven years.

The funding has helped to expand the work of La Leche League in Scotland. The charity has used the funds to secure venues for face-to-face meetings, and to provide resources and continuing professional development (CPD) for volunteers. The Peer Support Training project with Breastfeeding LENs is a community project employing a part-time facilitator; it supports mothers and families in a specific area of economic deprivation in East Lothian with low breastfeeding rates.

La Leche League groups in Scotland have continued to offer support to mothers and families by phone and online, as well as in-person meetings. The ‘Beginning Breastfeeding’ course online has been offered by Leaders in Scotland once every 7-8 weeks, reaching eight to ten families each session.

The Peer Support Project with Breastfeeding LENs trains local mothers to support each other and promote breastfeeding in an area in East Lothian with low breastfeeding rates. The number of groups meeting each week via WhatsApp and online continues to grow, as does the number of trained peer supporters. Outreach to schools by the project staff and volunteers providing interactive workshops with children and youth seek to increase understanding of breastfeeding in the community. Annual data show small increases in breastfeeding rates in the project area.

Project oversight for Peer Support Training is provided by Breastfeeding LENs in cooperation with LLLGB.

With both projects, LLLGB has contributed to the Scottish Government successfully achieving their objective of reducing the breastfeeding attrition rate at the 6-8 week infant review.

Appendix 2 – Report from Directors of LLLGB Shop (LLL Books Ltd – the trading arm of LLLGB)

LLLGB Shop (LLL Books Ltd) is a trading subsidiary wholly owned by LLLGB and financially separate from the charity. It is a registered UK company with its own board of (unpaid) Directors who also do the day-to-day administration. We stock a wide range of books, leaflets and Leader resources that are in alignment with LLL philosophy. Our customer base includes parents, breastfeeding supporters (paid and volunteer), NHS trusts and other health organisations.

In May 2025 LLLGB published a new 20-page A5 leaflet, *Expressing & Storing Milk*, to replace some of our existing older leaflets. In June 2025 the new book *How Babies Sleep* by Professor Helen Ball was published. We supported an LLLGB stall at the Durham Sleep Conference where the book was launched. We also ran successful stalls at the Association of Breastfeeding Mothers Conference, the LLLGB National Workshop and the Unicef Baby Friendly 2-day Conference.

However the trend towards use of online sources and limited NHS funding for printed breastfeeding resources has continued this year, with an ongoing fall in sales of LLLGB leaflets.

Any surplus income at the end of the financial year is donated to LLLGB. The 2025-26 tax year brought a turnover of £14,527 (2025 £15,104). This, combined with rising costs led to a net loss of £1,432 (2025 loss £533). As a result there will be no donation from the LLLGB Shop shown in LLLGB 2026-27 accounts relating to the 2025-26 financial year. The drop in profitability is due to reduced sales of leaflets in particular, tough competition from other booksellers, and continued increases in overheads and shipping costs. The directors have put in place cost-saving strategies which include ending our use of a professional fulfilment company and instead bringing all stock together in local storage so that orders can be picked and dispatched by a volunteer Leader. They have also been working together with the LLLGB trustees to review our current business model and consider options for the future.