

CHIEF EXECUTIVE OFFICER



Appointment brief – September 2026



WELCOME

Hello and thank you for your interest in working with The Glasshouse! We are a unique and diverse organisation, made up of passionate, talented people who truly believe in our mission of cutting reoffending and building second chances through horticulture and work.

The organisation today looks much like our vision when we started with our first cohort of women trainees in the disused glasshouses at HMP East Sutton Park in 2020. To reach this point in our story, many dedicated people have organised and re-organised, imagined and re-imagined The Glasshouse to ensure we grow responsibly, whilst staying true to our core principles. We have developed and maintained the necessary systems, procedures, risk assessments, planning and financial support to grow a resilient and promising commercial business, alongside the impact that inspires all of us. We hope you'll feel just as excited and passionate about the work we do, and will want to help create and drive a vision for an even more impactful and prosperous future.

As you consider this role, and the opportunity for you at The Glasshouse, we wanted to share some insights we feel are key to how we work. The Glasshouse is registered under the name Growing for Good and is an asset-locked Community Interest Company with 100% of our profits going back into our impact work. We are a member of Social Enterprise UK and strongly believe that good business can and should be a driver for societal change. We have been working toward covering more and more of our impact costs with our commercial income, to reduce dependence on grants and funding. We have been highly successful with this and in the next few years we are set to reach our target of break even.

We are a close, supportive team of women. More than 50% of our team is made up of women with lived experience of prison, and includes women currently in prison on day release. Because of the nature of our work, employing people in custody and a daily collaboration with the UK prison system, there is a great deal of administration and support required to make the commercial business function. We focus on developing and maintaining close, strong and effective relationships within the prisons where we work and also with the Ministry of Justice.

We also hold strong and supportive relationships within the horticulture world, these prove very helpful in our training programme and outreach. Our business and industry relationships across corporate London have proven to be the most beneficial in our development — our clients, many of whom are recognisable corporate names, believe in our mission and love our work, always recommending us and sharing our story.

As you will see, we are in a good position to continue our trajectory of growth. We are now excited to find a new leader with experience of growth of this kind and an inspiring vision, who will carry us into the next phase and ensure we become even stronger, healthier, more effective and extend our impact. We look so forward to telling you more and welcoming you.

Kali Hamerton-Stove and Melissa Murdoch
Founders, The Glasshouse



ABOUT THE GLASSHOUSE

The Glasshouse is the UK's only not-for-profit plant installation and maintenance provider: a distinctive social enterprise where exceptional planting creates meaningful employment and measurable impact. We design, install and care for beautiful, nature-filled spaces for organisations across London, while opening up practical, paid pathways for women in custody or recently released from prison.

Clients choose The Glasshouse because the planting is thoughtful, design-led and expertly maintained — and because every contract helps create second chances. The team brings horticultural knowledge, care and high standards to each project, with two RHS Chelsea Flower Show Gold Medals reflecting the quality and creativity of the work.

Alongside its commercial work, The Glasshouse supports women to build skills, confidence and professional experience through horticultural training, real work and routes towards recognised qualifications. As the business grows, so does its ability to create more opportunities, more stability and more positive futures.

Founded from work with women at HMP East Sutton Park, The Glasshouse has grown into a commercial business based from Cranbrook, with a growing portfolio of plant installation, maintenance, corporate gifting, workshops and seasonal decoration services delivered across London.



HOW WE WORK

The Glasshouse model is simple and powerful: commercial excellence fuels social impact. Revenue from high-quality planting services is reinvested into training, employment and support for women with lived experience of prison.

Women work with the experienced Glasshouse team to grow, nurture, prepare, install and maintain plants, gaining paid employment at the Living Wage or above, real work experience and practical horticultural skills. The programme also supports women as they prepare for release, helping to build confidence, employability and a clearer route into work.

For clients, this means receiving reliable, creative and carefully maintained planting from an award-winning team. For the women taking part, every installation, maintenance visit and workshop represents a chance to learn, contribute and grow.



OUR CLIENTS

The Glasshouse works with organisations that want beautiful, healthy and inspiring spaces, and who value the positive impact their choices can create. Clients include leading London-based companies and institutions such as Dolphin Square, The Francis Crick Institute, Grant Thornton and The Conduit.

Projects are led by an experienced, award-winning team, combining design expertise, horticultural skill and attentive client service to deliver planting that feels distinctive, appropriate and full of life.

 To read case studies on some of our clients, [please click here.](#)



OUR FINANCIAL PLANS

The Glasshouse has grown strongly in recent years, with earned income more than doubling in the last year, driven mainly by increased installation work. The next phase is about building on that momentum in a sustainable, well-planned way, so that commercial growth continues to strengthen the organisation's social impact.

The core focus is to sustain and expand the three most profitable business areas: plant maintenance, installations and Christmas. Because impact is embedded in the business model, serving more clients creates more opportunities for rewarding, skilled work for women with experience of the criminal justice system.

The organisation is targeting revenue growth of c.20–30% year on year, with a steady reduction in grant reliance and a target to break even from commercial revenue in FY29.



OUR IMPACT

The Glasshouse's impact is tangible and measurable. According to the Prison Reform Trust, 58% of women are reconvicted within a year of release from prison. Since our programme began in 2020, none of the women who have completed it has reoffended or returned to custody within the first year of release, helping to save more than £400,000 in state prison costs.

In 2025, The Glasshouse delivered **13,158 hours** of paid employment at the Living Wage or above for women with lived experience of prison, a 14% increase on 2024.

The team also installed more than **11,500 plants for clients**, using commercial growth to create training, employment and greater stability for women leaving custody.



Each year we publish our Social Impact Report to demonstrate the impact of The Glasshouse on our team and our community, [which you can read here](#).

OUR APPROACH TO SUSTAINABILITY

The Glasshouse is rooted in biophilic principles: the belief that contact with nature supports wellbeing, optimism and connection. Its work brings these benefits into offices, homes and shared spaces, while creating practical training and employment opportunities for women with lived experience of prison.

Sustainability is part of both what The Glasshouse delivers and how it works: thoughtful planting, skilled care, meaningful employment and a model that aims to create value for clients, communities and society.

 To read more about our sustainability and employability principles, [please click here](#).



OUR GOVERNANCE AND HISTORY

The Glasshouse began as a horticultural project with women at HMP East Sutton Park in 2020 and has grown into a distinctive social enterprise, combining commercial horticulture with training, employment and measurable social impact.

The organisation is supported by a small but engaged Board, providing governance, challenge and support as it moves into its next stage of development. The Founders remain closely involved, bringing creative, design, marketing, PR, social-impact, procurement and sector expertise.

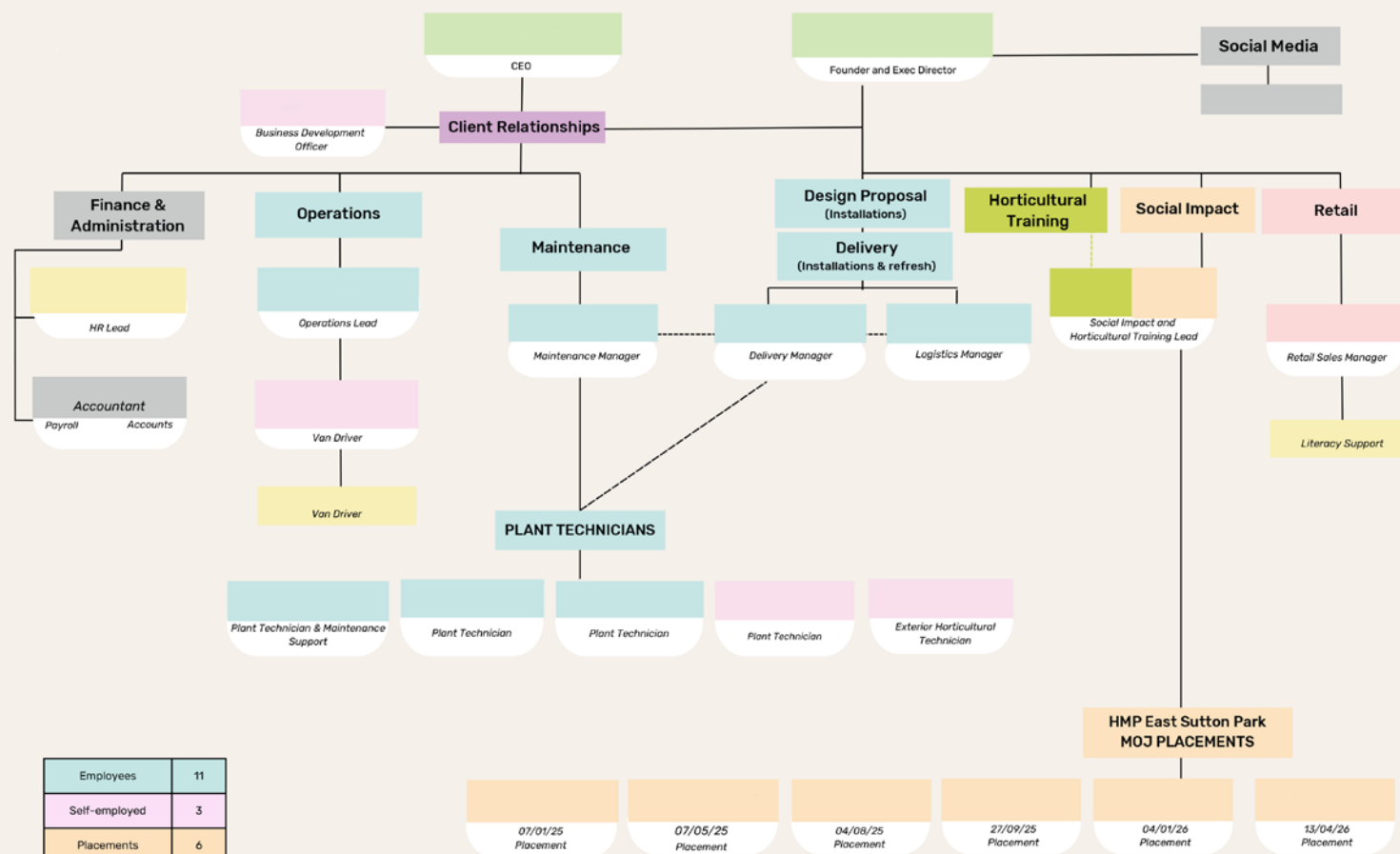
The Chief Executive Officer and Founder will work closely together, bringing complementary skills to the leadership of The Glasshouse. The Founder will continue to lead and contribute her expertise across creative direction, brand and marketing, procurement and social impact, while the Chief Executive Officer will hold overall executive accountability for the organisation, including strategy, financial performance, people and delivery of the business plan. Clear areas of responsibility and decision-making will allow both roles to work effectively together, with the Chief Executive Officer reporting to the Board.

OUR TEAM

The Glasshouse is powered by a committed team of eighteen, including permanent employees, self-employed colleagues, placements, volunteers and subcontractors.

Women with lived experience of prison are central to the workforce, and the organisation is continuing to develop opportunities for progression, responsibility and long-term employment. A new Growth Manager is also joining to strengthen the sales function and support the next phase of commercial growth.

➡ To learn more about our team, [please click here.](#)



Employees	11
Self-employed	3
Placements	6
Total paid	20
Volunteers	3
Subcontractor	2

BACKGROUND TO THE ROLE AND OPPORTUNITY

The Glasshouse are now entering an exciting new phase. We have a clear vision and business plan for the next few years, and are strengthening the leadership capacity needed to deliver it.

We are looking for a new Chief Executive Officer to work with the Founder and Board to bring this next phase to life. The more successful The Glasshouse becomes, the greater our ability to create our social impact.

The Glasshouse has plans to grow over the next few years in a sustainable way. A new Growth Manager is joining to drive commercial growth and develop a more effective sales engine. At the same time, work is already underway to increase ownership and responsibility across the wider team.

The Chief Executive Officer's job is to make sure that growth is well planned, financially sound and deliverable.

This means understanding both the bigger picture and the detail of the business. You will keep close to our sales pipeline, revenue, margins and cash and use that information to plan what the organisation needs next – whether that is more people, different skills, additional investment or changes to the way we work.

Working with the Founder, you will also ensure that our social impact grows alongside the commercial business and making sure the opportunities we create remain meaningful and effective.

You will also provide leadership across people, finance, governance, funders and organisational development, working closely with the Founder and Board.

You won't be starting from scratch. You'll be joining at the point where the next chapter is already beginning.



JOB DESCRIPTION

Overall Purpose:

To lead The Glasshouse through its next stage of commercial growth, ensuring the organisation has the people, finances and operational capacity to deliver that growth successfully while increasing its social impact.

What you'll lead:

Strategy and business planning

- Turn the existing business plan into clear priorities, budgets and actions.
- Maintain a forward view of the sales pipeline and what it means for income, capacity and resources.
- Make sure plans for commercial growth and social impact develop together, so that winning more work creates more and better training and employment opportunities for ESPs.
- Plan when the organisation needs to recruit, invest or change how it works as new business is won.
- Use different scenarios to help the Board and team understand the implications of growth.
- Keep the organisation focused on the priorities that will have the greatest impact.
- Make sure The Glasshouse has the people, systems and resources needed to deliver its plans.

Governance and Board

- Hold overall responsibility for effective governance.
- Prepare clear, useful Board papers and reporting.
- Provide an accurate picture of performance, finances, risks and priorities.
- Work closely with the Chair, Founder and Board and ensure decisions are translated into action.
- Maintain appropriate policies, controls and processes.

You will bring sound judgement and proportionate governance — enough structure to protect the organisation without unnecessary bureaucracy.

Commercial and Financial Leadership

- Create and oversee budgets, forecasts and cash-flow planning.
- Understand the profitability and margins of the different parts of the business.
- Keep close oversight of the sales pipeline and expected future income.
- Use financial information to make practical decisions about recruitment, capacity and investment.
- Make sure growth is affordable and sustainable, and that new work is priced and delivered in a way that supports the organisation financially.
- Give the Board a clear view of financial performance, risks and future requirements.

People and culture

- Provide overall leadership of the team.
- Oversee recruitment, performance, development and employee relations.
- Support colleagues as they take on greater responsibility.
- Clarify roles and decision-making authority where needed.
- Build a culture of accountability, collaboration and trust being mindful of the experiences and trauma that the workforce has been through.
- Designated Safeguard Lead.

Funders, relationships and impact

- Lead key funder relationships and reporting.
- Guide how we measure and understand the impact of our work, using that learning to improve the programme and demonstrate what The Glasshouse achieves.
- Feed into how we present our social impact confidently to clients, prospective clients, funders and partners.
- Build strong relationships with external stakeholders and partners.
- Represent The Glasshouse externally where senior leadership is required.
- Maintain oversight of quality and service standards.
- Ensure commercial growth strengthens, rather than dilutes, our social mission and the opportunities we create for women with lived prison experience.

The leadership opportunity

We are looking for someone who can help The Glasshouse deliver its next phase while continuing its evolution towards a stronger, more delegated organisation.

You will also understand that commercial success and social impact are not separate parts of The Glasshouse. You will be interested in how employment can change lives, committed to improving the opportunities we create for our women and confident talking about our impact with both commercial and social-sector audiences.

You'll be joining an organisation with:

- a clear vision and business plan;
- an established and distinctive business;
- a Founder with deep creative, marketing and PR background, social-impact, procurement and sector expertise;
- an engaged Board;
- a new commercial hire strengthening the sales function; and
- a team where greater ownership and responsibility are already being developed.





PERSON SPECIFICATION

Who we're looking for:

We are less interested in a particular career path than in finding someone with the judgement, maturity and practical leadership ability to do this job well. You do not need to have been a Chief Executive Officer before, but you will have held significant responsibility for the performance of a business, organisation or business unit.

You will be a commercially strong leader, comfortable moving between the strategic view and operational detail. You will understand how a business makes money, what drives profitability and cash, and how to turn a sales pipeline into an operating plan — anticipating the people, capacity and investment needed as the organisation grows.

You will bring:

- Experience leading a small or medium-sized organisation, function or team.
- Strong strategic, commercial and operational judgement.
- Confidence with budgets, forecasts, cash flow and financial reporting.
- Experience of planning for growth, including recruitment, capacity and investment decisions.
- Experience working effectively with a Board, trustees or equivalent governance structure.
- Strong people leadership, with the ability to develop others and delegate responsibility.
- Excellent communication and relationship-building skills.
- Sound judgement, integrity and the confidence to make difficult decisions.

- The ability to turn plans and priorities into action and make good use of limited time and resources.

The person who will thrive here:

Will have a low ego and high standards: you care deeply about the quality of the organisation without needing to be at the centre of everything.

You are a natural enabler: you get satisfaction from helping other people become more capable and confident, giving them the clarity and support to take ownership.

You are calm and pragmatic: you can make sensible decisions without perfect information or unlimited resources.

You build on what works: you don't arrive assuming everything needs to change, but can see where intervention will genuinely add value.

You are commercially strong and purpose-driven: you understand that commercial success and social impact are inseparable at The Glasshouse and can make good business decisions without losing sight of why we exist.

You are a clear communicator who brings people together, building trust and alignment between the Founder, Board, Growth Manager and wider team.

You are genuinely motivated by The Glasshouse's social enterprise purpose and understand that commercial success is a means to deliver greater social impact.

TERMS

Contract: Permanent employee

Days worked per week: Part time at 0.8 FTE, or full time considered

Pay: £65,000 - £80,000, pro rata

Reporting to: Board

Holiday: 35 days including Bank holidays (pro-rated for part time employees)

Pension: 5% employee and 3% employer

Start Date: ASAP

Notice: 3 months

Probation: 3 months

Anything else: Employee discount on merchandise

Locations: WFH, London meetings, with weekly visits to Cranbrook, Kent TN17 3HF



HOW TO APPLY

To arrange an informal and confidential discussion to explore the role in more detail, please contact Ami Jenick at People Beyond Profit via email ami@peoplebeyondprofit.co.uk or phone +44 (0) 7957 316 541.

To formally apply, please upload your CV along with a 1000 word (max) supporting statement, outlining why you are interested and how you meet the points in the person specification via the following link:

www.peoplebeyondprofit.co.uk/jobs/tghceo

Please ensure that you have included any dates when you will not be available or might have difficulty with the recruitment timetable.

Use of AI in Applications

We recognise that AI tools are increasingly part of modern professional life and welcome their use to support the presentation and refinement of application materials. However, this appointment is fundamentally about leadership, judgement, values, and personal impact. We therefore ask candidates to ensure that their supporting statement genuinely reflects their authentic voice, experiences, and aspirations. We are interested not only in what you have achieved, but also in how you think, lead, and make decisions. Authenticity matters more to us than perfection!

Recruitment timeline

Closing date: 1 November 2026

People Beyond Profit Conversations: 5 November–12 November 2026

The Glasshouse Panel interviews:

First Stage: 18 November 2026

Second Stage: 4 December 2026



People Beyond Profit are committed to supporting our clients build more inclusive teams. To understand how we are performing, we ask that you kindly complete the brief equal opportunities questionnaire when you submit your application via our website. Please be assured that your responses are kept confidential, separate from your candidate record, are not part of any application you make.

**People
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Profit**

