# ENO - Chief Financial Officer (CFO

## Candidate Pack



ENO's It's A Wonderful Life 2023. Photography by Lloyd Winters.



# Welcome

Thank you for your interest the role of Chief Financial Officer (CFO) with English National Opera (ENO).

This is another exciting moment in ENO's journey, for a company that has demonstrated it is as resilient as it is groundbreaking. As we continue to evolve and expand, establishing a new base in Greater Manchester alongside our iconic West-End home, the London Coliseum, and reaching audiences both across England and internationally, we are seeking a CFO to join our dynamic team dedicated to delivering an ambitious future.

Since 1931, ENO has been set apart by our founding vision to challenge and widen who opera is for, making work of the highest artistic ambition created for the widest possible public. As we expand our presence in Greater Manchester, continue our daring opera seasons in London, and deepen our national impact through our award-winning learning and engagement work, there's a real sense of momentum at ENO as we head towards our centenary.

Responsible for shaping and delivering our financial and commercial strategy for ENO and London Coliseum Limited (LCL) you'll work closely with me, the Executive Leadership Team and Board of Trustees to contribute to our strategic direction, helping ensure financial resilience, operational efficiency, and the long-term vitality of ENO's artistic and social mission.

The role encompasses strategic financial planning, driving commercial growth and partnerships, overseeing legal and governance frameworks, and in partnership with our Chief Operating Officer (COO), supporting risk management and the delivery of ENO's capital projects and infrastructure planning.

This is a unique opportunity to help shape the future of one of the UK's most distinctive cultural organisations at a defining moment in its history.

Thank you for your interest and we very much look forward to hearing from you.

**Helen Shute, CEO**



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ENO's The Magic Flute 2024.
Photography by Manuel Harlan.

## Our vision

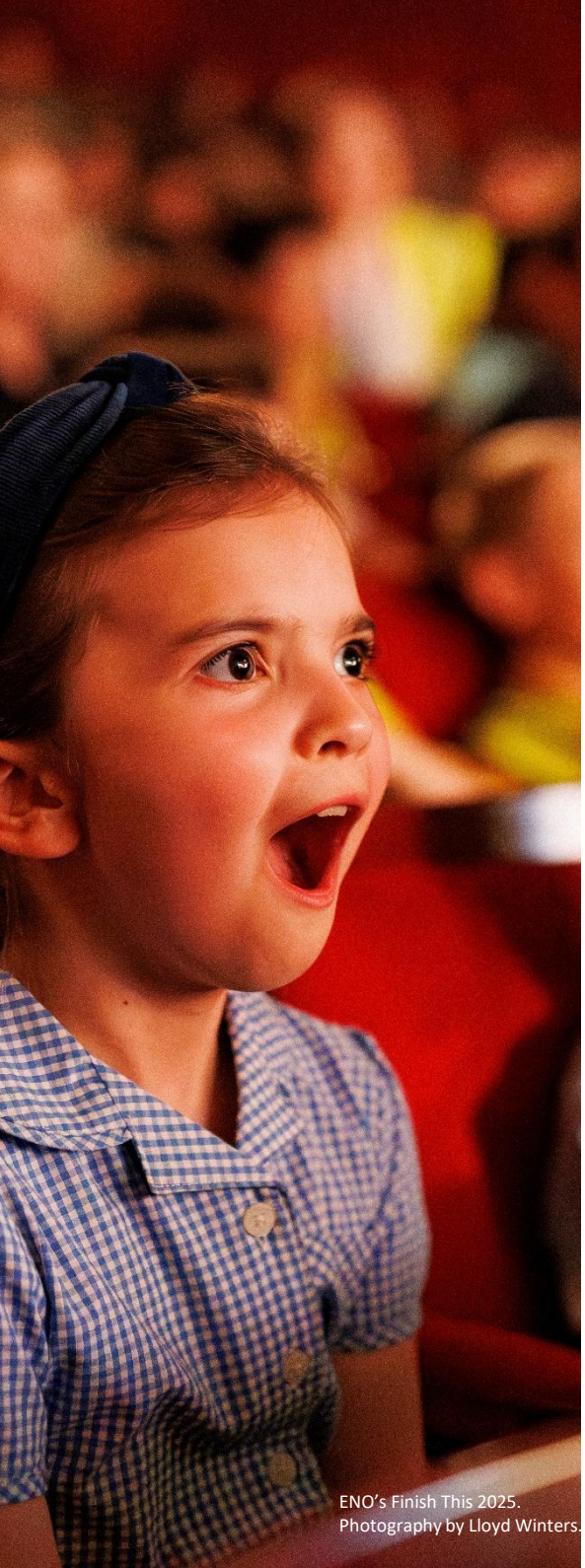
A world where opera is essential as it is extraordinary

## Our mission

We invite everyone to join us on an adventure with opera, creating and sharing bold experiences that excite and matter to all

## Our values

Creativity
Excellence
Togetherness
Trust



ENO's Finish This 2025.
Photography by Lloyd Winters.

# About Us

English National Opera is a world-renowned opera company dedicated to creating extraordinary encounters with opera, on stage and beyond.

We produce a wide range of world-class operatic experiences for everyone. From performances at the London Coliseum and in Greater Manchester including Aviva Studios, Bridgewater Hall and The Lowry, to work in schools, communities and public spaces across the country, we're committed to reaching and reflecting the full diversity of our nation.

Founded in 1931 as Sadler's Wells Opera to make opera accessible to all, we continue that mission today. We present opera that's different, creatively daring and inclusive and we offer free and discounted tickets at every performance, in both London and Greater Manchester to make it possible for new, young audiences to attend.

We believe in opera as a force for good, supporting lifelong learning, creative development and well-being through our ENO Engage programme, which connects people of all ages and backgrounds with the art form.

We're also committed to shaping the future of opera; from pioneering new formats like the drive-in opera during covid, to nurturing the next generation of talent on and off stage. As an active part of the UK's creative and cultural ecosystem, we champion outstanding careers and foster new collaborations.



ENO's The Rhinegold 2023.
Photography by Marc Brenner.

# Our Work

ENO delivers a year-round programme of bold, accessible and creatively daring opera. World-class productions, sector-leading innovation and award-winning learning and engagement underpin ENO's national and international reputation.

As one organisation with two creative homes, we're committed to being a truly national company with a shared artistic and social impact across two major UK cultural centres. We present an annual season that reimagines core repertoire and champions underrepresented, contemporary works. We breathe new life into the existing canon and celebrate new and unheard voices and stories through the power of opera.

## Greater Manchester

Currently based in offices in the old Campfield market, and with plans to expand over the next year, in Greater Manchester we are building deep civic and cultural partnerships, strengthening our talent development programmes and pipelines and engaging new audiences and deliver a growing opera season with our highly respected partners including Factory International, The Bridgewater Hall, the Lowry and BBC Philharmonic.

## London

The London Coliseum is a grade II* listed building of national importance and the West End's largest cross-arts receiving venue. The venue hosts ENO's annual London opera season with our renowned chorus and orchestra. It also supports a thriving ecosystem of commercial and publicly funded work across the arts and cultural sector, welcoming a diverse range of visiting productions, including performances by English National Ballet and other leading national and international companies.

London Coliseum Limited (LCL) is a wholly owned trading subsidiary of English National Opera. All profits from LCL support ENO's charitable mission to make opera accessible and inclusive for the widest possible audiences.

## National and International

Across the UK, our ENO Engage and artist development programmes create new opportunities for communities and participants to increase their skills, wellbeing and creativity through opera. We also grow our impact nationally and internationally through TV and broadcast work, and through our global network of partners for international touring and co-productions.



ENO's The Barber of Seville 2024, a Relaxed Performance.
Photography by Genevieve Girling.

# Our audiences

At ENO, we put our audiences at the heart of everything we do. Our founding mission - to make opera that is accessible to all - continues to drive our audience engagement work. Last season, audiences booked more than 88,500 tickets for ENO opera performances

## Growing younger audiences

We offer free tickets to under 21-year-olds and discounted tickets to under 35s. Last season over 7,100 free tickets were claimed for Under 21s.

## Attracting first timers

Over 13,000 people visited ENO for the first time last season.

## Fostering a loyal following

We have a wonderful community of audience members who return to ENO time and again.

*"Apart from the world-class performances, the Coliseum and ENO as a whole is a wonderfully welcoming, inclusive and relaxed place to be. No snobbery, it's like a home from home."*

-A regular ENO attendee

## Broadening access

Over 2,300 people attended our Relaxed Performances last season, which we designed specifically for people with additional needs and access requirements.

*"There's no equivalent alternative for opera of this standard in the price range or in an accessible format."*

-Relaxed Performance audience member



ENO Engage's Finish This…
Photography by Karla Gowlett.

# ENO Engage

ENO's award-winning learning and participation programme, ENO Engage, takes opera out into the community, working with health trusts, schools, community organisations and partners across the country. Last year, almost 100,000 people experienced our Engage programmes, in person or online.

We focus on three strands, Access & Participation, Learning & Skills and Creative Health. Our current flagship projects include:

## Access & Participation

Our Community Membership scheme enhances wellbeing and combats social isolation. It's open to all community groups supporting people who face barriers to attending opera or the creative arts. We currently work with circa 100 members.

## Creative Health

Our award-winning breathing and wellbeing programme, ENO Breathe, partners with 84 NHS Trusts across the country to provide vital support to patients recovering from Covid, and expanding to work with other respiratoy conditions including COPD and asthma.

## Learning & Skills

Our nationwide music making programme, Finish This…, supports primary, secondary and SEND schools to deliver the music curriculum in fresh and exciting ways, reaching 15,000 pupils each year.



ENO's Blue 2023.
Photography by Zoe Martin.

# New Work and Skills Development

## Harewood Artists

Our Harewood Artists programme supports outstanding British and British-trained singers to perform with a major opera company. For up to three years, participants receive dramatic and movement coaching, performance psychology, language coaching, vocal massage, Alexander Technique training, breathwork and more, alongside opportunities to learn from distinguished artists and leading figures from opera.

## ENO Mackerras Fellowship

The ENO Mackerras Fellowship offers an exceptional emerging conductor a structured two-year development programme, including mentoring from the ENO Music Team and visiting conductors. The Fellow works closely with the Music Team, acts as assistant conductor and off-stage conductor for selected productions, and supports other talent training programmes, including ENO Harewood Artists.

## ENO Evolve

ENO Evolve offers Royal College of Music students the chance to shadow the ENO Orchestra - from orchestra alone rehearsals and Sitzprobe to onstage rehearsals. Each student gets a personal Player mentor, plays in stage and orchestra rehearsals where possible and receives individual lessons plus an audition masterclass.

## Creative Incubator

In partnership with the Royal Northern College of Music, the Creative Incubator supports early-stage operatic ideas from North-West artists to address gaps in the UK opera-making pipeline and champion diverse new voices.

## Opera Factory GM

In partnership with Factory International, Opera Factory GM supports artist-led experimentation with the ambition of realising new work at scale.



ENO's Porgy and Bess 2018.
Photography by Tristram Kenton

# Our People

Our People are the heart of the ENO and we're powered by an extraordinary community of talent both in London and Greater Manchester. We have over 500 staff over our GM, London and production sites including a permanent ensemble of singers, and the orchestra of the English National Opera.

## Values and culture

Strengthening our culture is central to our strategy. Recent initiatives include:

- Championing inclusion – Refreshing People policies to reflect fairness, flexibility, and inclusivity.
- Empowering every voice – Launching Safe Voice, an anonymous reporting line to build trust and transparency.
- Modernising for the future – Upgrading People systems for smarter, more connected processes.

## Looking ahead

As ENO evolves into a national opera company, we are committed to building a culture where creativity and people thrive together.

- Embedding our values – Turning principles into everyday actions.
- Delivering our People Strategy – Modernising systems and empowering our workforce.
- Equity, Diversity & Inclusion – Creating a workplace where difference is celebrated, equity is embedded, and every voice shapes our future.

# Chief Financial Officer

The role

## Summary

The Chief Financial Officer (CFO) for English National Opera (ENO) is responsible for shaping and delivering ENO's financial and commercial strategy, including for its subsidiary, the iconic London Coliseum in the West End (LCL), along with its governance requirements, working with the Executive Team to ensure a sustainable and ambitious future for one of Britain's major national arts institutions.

The role encompasses strategic financial planning, driving commercial growth and partnerships, overseeing legal and governance frameworks, and in partnership with our Chief Operating Officer (COO), supporting risk management and the delivery of ENO's capital projects and infrastructure planning, with a particular focus on our growing base in the Greater Manchester region.

As a key member of the Executive Team, based out of our Manchester City Centre office, you'll contribute to our strategic direction, helping ensure financial resilience, operational efficiency, and the long-term vitality of ENO's artistic and social mission.

## Reports to:

Chief Executive Officer

## Renumeration:

£100K+ depending on skills and experience

## Location:

Greater Manchester (with some travel to London).

We want to ensure our roles are accessible to exceptional talent from across the UK. For candidates currently based outside of Greater Manchester, we offer a reasonable relocation contribution to help support your move to Manchester. Details of this expense reimbursement can be discussed at the interview stage

## Contract:

Full-time, with flexibility to consider part-time arrangements for candidates able to fulfil the requirements and accountabilities of the role.

The role

## Key Responsibilities:

### Strategic Leadership

- Be an active partner to the CEO and Executive Team to provide financial leadership during a time of organisational change and transformation.
- Support the CEO and Board in assessing and managing financial risk in a rapidly evolving funding and audience environment.
- Drive the evolution of our business model, that encompasses both London and Greater Manchester, that is responsive to the external environment and driven by artistic excellence, financial benefit and long-term sustainability.
- Lead the delivery of ENO's medium and longer-term financial strategy aligned with the organization's strategic objectives and funding agreements.
- Establish clear measures of financial and commercial success, using high-quality data and insight to monitor performance, strengthen accountability and demonstrate progress against ENO's strategic objectives.
- Lead the Finance team, setting direction and priorities, building capability and role-modelling ENO's values.
- Represent ENO externally, sharing best practice and thought leadership.
- Provide strategic leadership in a rapidly evolving digital environment, championing and supporting Finance Teams responsible adoption of emerging technologies and innovative approaches to strengthen organisational capability, improve decision-making and drive long-term sustainability.

### Financial Stewardship & Resilience

- Deliver fit-for-purpose financial infrastructure across both ENO and LCL, overseeing financial operations, reporting, management of the investment portfolio, and risk management ensuring robust financial controls, transparency and compliance.
- Lead all financial planning, reporting, budgeting, cashflow management and forecasting activity; ensuring the delivery of high quality financial and management accounting to ensure effective budget management.
- Lead long-term financial planning, scenario modelling and stress-testing to ensure resilience across a dual-site operating model.

- Ensure financial and commercial decision-making is aligned with ENO's charitable purpose, public benefit, artistic ambition and audience outcomes, enabling resources to be directed to where they deliver greatest long-term impact.
- Oversee statutory reporting and the relationship with our external auditor. Ensure reserves and reserves policies are adequate and in line with Board-approved risk appetite.
- Provide clear and timely financial reporting, insight and challenge to the Executive, Board, and key stakeholders, including Arts Council England.
- Lead the relationship with ENO's investment managers including updating trustees on investment performance, ESG exposures and service levels. Ensure any liquidation of financial investments are aligned to long-term financial planning and cash requirements.
- Oversee VAT and TTR compliance.
- Act as Executive lead for financial risk management, ensuring robust mitigation strategies are in place and regularly reviewed.

## Hospitality and Retail Strategy and Growth

- Lead, in conjunction with the commercial director, ENO's hospitality and retail strategy, identifying and realising opportunities for income diversification, partnerships and sustainable business growth. Working with the COO and Operations Division to support effective operational delivery.
- Oversee commercial enterprises (e.g. food & beverage, merchandising and retail), including outsourcing and insourcing decisions, ensuring alignment with ENO and LCL's brand and values.
- Work closely with Audiences and Development colleagues to integrate commercial and audience development objectives.
- Ensure commercial arrangements deliver value for money and long-term impact.

The role

The role

## Governance, Legal and Risk Management

- Provide assurance to Finance, Audit and Risk Committee (FARC) and Board across financial performance, liquidity, reserves, investments, risk and organisational delivery, supporting informed decision-making and the timely escalation of significant concerns.
- Lead the governance function, supporting the centralisation of governance and various governance improvement initiatives.
- Lead the legal function, ensuring sound contractual, regulatory, and compliance frameworks across all ENO activities.
- Manage the agenda of the FARC and any other Committees as may be required, working in partnership with the CEO and Trustee Chair to ensure delegated responsibilities are met and move the organisation forward.
- Lead on all financial risk management across the organisation, working collaboratively with the COO, who leads on non-financial risk (NFR), to ensure a joined-up coherent and integrated approach to organisational risk, assurance, transparent reporting and proactive mitigation.

## Capital Projects (in partnership with the COO)

- Provide financial leadership and oversight of ENO's capital investment programme, supporting the COO in delivering long-term maintenance and infrastructure improvements.
- Provide strategic financial and commercial input to the planning and delivery of major capital projects, including new infrastructure and the planning and development of our Greater Manchester home
- Ensure strong financial and governance frameworks for all capital investments and project partnerships that enable effective allocation and expenditure.
- Co-lead project governance with the COO, ensuring alignment with organisational strategy and operational readiness.

## Transformation

- Partner with the CEO, wider Executive and Board to shape financial and commercial to successfully deliver ENO's long-term strategy, ensuring that systems, culture and resources evolve to support a sustainable future.
- Champion a performance-driven, values-led approach that aligns financial goals with ENO's creative mission.

## About You

### Professional Qualifications

- A qualified accountant (ACA, ACCA, CIMA or equivalent) with experience of charitable and commercial accounting (including statutory compliance)
- Familiarity with government funding (desirable)

### Career Experience and Expertise

- Significant senior financial leadership experience within a complex, multi-site organisation, ideally in the cultural, not-for-profit or public sectors (specific experience of arts, theatre or opera organisations is desirable)
- Proven track record in strategic financial planning, business modelling and risk management
- Strong commercial acumen and experience developing income-generating initiatives that have led to commercial success (knowledge of delivering hospitality and retail customer experience is desirable)
- Experience in leading organisational and functional transformation through the review of systems, process and culture change to embed best practice
- Experience of capital project considerations, risks, modelling and governance.
- Experience overseeing legal, compliance, and governance functions

### Skills and Behaviours

- Highly effective interpersonal and influencing skills, with the ability to engage credibly with a wide range of stakeholders including Board members, funders and partners
- Strategic thinker with ability to deliver at both strategic and operational levels
- Collaborative, pragmatic approach to problem solving with the ability to inspire confidence, manage risk and drive action
- Strong analytical skills; able to use data to inform recommendations/decisions and track outcomes
- Strong commercial and strategic judgement, with the ability to balance rigour and empathy
- Proven experience in leading, managing and developing people to create high performing teams
- Commitment to living ENO's values and the principles of Equality, Diversity and Inclusion (EDI)
- Strongly connected to and networked in the Arts and Creative sectors both nationally and internationally.

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ENO's La bohème Drive & Live 2020.
Photography by Lloyd Winters.

## Equity, diversity and inclusion

At ENO, we know that confidence gaps and structural barriers can prevent excellent candidates, particularly women and those from underrepresented backgrounds, from applying unless they meet every requirement.

We are committed to building an inclusive and diverse and representative Leadership Team and we warmly encourage you to put yourself forward even if you don't meet every element of the person specification.

We value potential, lived experience, transferable skills and the ability to grow in the role just as much as direct experience.

If you require any reasonable adjustments or would like a confidential conversation about your suitability for the role, please do get in touch.

## How to Apply:

Allen Lane has been appointed as our executive search firm to assist with this appointment. To apply, please submit submit the following to ENO@allenlane.co.uk :

- CV (2 page maximum) outlining your career history, key responsibilities and achievements, tailored to the information in this pack.
- Covering letter (500 words maximum)

Please also submit our anonymous Equality and EDI Monitoring Form

If you experience any issues with your online application or require any reasonable adjustments, please contact bryonythomas@allenlane.co.uk

**Recruitment Timetable:**

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|---|---|
| Closing date: | Sunday 3rd January 2027, midnight |
| Preliminary interviews (Remote): | Concluded by 12th January 2027 |
| First stage (Manchester): | Week commencing 18th January |
| Second Stage Final Interviews (London) | Week commencing 25th January 2027 |

For a confidential discussion around the role, please contact our recruitment advisers at Allen Lane:


Recruitment Consultant Details

**Bryony Thomas – Head of Charities and Not for Profit**
bryonythomas@allenlane.co.uk
07921334625



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ENO's The Handmaid's Tale 2022. Photography by Catherine Ashmore.