

In Search of a Magic Flute

David Ranan

The Public Funding of Opera –
Dilemmas and Decision Making

Peter Lang

Contents

Foreword	by Professor John O'Hagan	9
Acknowledgements		11
I	Introduction	13
	Preface	13
	Choice of Countries	16
	Choice of Case Studies	18
	Sources	21
	Structure of the Study	22
	Conclusion	23
II	Contexts	25
	What is Opera?	25
	Public Policy	28
	The Purpose of Subsidies	33
III	The Arts Council of England	39
	Introduction	39
	Subsidised Opera Provision in Britain	40
	The Arts Council	43
	Relationships with Clients	47
	Conclusion	56
IV	Arts Council Objectives in the Funding of Opera	59
	Introduction	59
	The Establishment of the Arts Council of Great Britain	59
	Lack of Policy	62
	Apologias	64
	The Glory of the Garden	68
	Committees and Study Groups	70
	Objectives	76
	Opera cannot exist without subsidy	88
	Conclusion	90
		5

V	Royal Opera House	91
	Introduction	91
	Background	92
	Board and Appointments	97
	Third Party Funding	99
	Assessments and Evaluation	100
	Conclusion	107
VI	Opera North	109
	Introduction	109
	The Need for Opera Provision outside London	110
	A New Company is Born	113
	Objectives	116
	Conclusion	120
VII	Kent Opera	123
	Summary	123
	Analysis	124
	Trauma	128
	The Arts Council Under Financial Pressure	130
	Process of Withdrawal	138
	Conclusion	148
VIII	Germany's Cultural Policy Structure	153
	History	153
	<i>Kulturstaat</i>	154
	<i>Bund</i> vs. <i>Länder</i>	157
	Cultural Policy of the <i>Bund</i>	159
	Attitudes to Opera	162
	Objectives	163
	Quality Assessment	166
	Structural Issues	168
	Conclusion	172
	Case Studies	173
IX	Frankfurt	175
	Introduction	175
	Hilmar Hoffmann and his Policy	178
	<i>Mitbestimmung</i> Not Implemented	183
	Continuity under Christoph von Dohnanyi 1970–1977	184

	Michael Gielen's Challenging Opera 1977–1986	186
	Gary Bertini 1987–1990	189
	Conclusion of the Hoffmann Era	191
	Linda Reisch	193
	Reisch's Objectives	194
	Reisch – In Practice	198
	Changing Directions 1997–2001	211
	The Resistible Rise of Dr Steinhoff	212
	A New <i>Kulturdezernent</i> : Hans-Bernhard Nordhoff	217
	Conclusion	221
X	Bavaria	227
	Subsidised Theatres	228
	Bavarian State Ministry for Science, Research and Art	231
	The Role of Parliament	232
	Objectives	234
	Analysis of Objectives	238
	Nomination of Intendants	239
	Artistic Intervention by the State Comptroller	240
	The Bavarian Way	241
	Conclusion	242
XI	Berlin	245
	Background	246
	The Companies	250
	Local Government	251
	Objectives	254
	Mayor Eberhard Diepgen	257
	Ulrich Roloff-Momin and Attempts at Profiling	259
	Peter Radunski and his Failed <i>Kreisepapier</i> Process	263
	Christoph Stölzl and the <i>Stölzl Plan</i>	267
	Appointments	273
	Conclusion	282
XII	Discussion and Conclusion	285
	Discussion	285
	Conclusion	296
	Proposed Model	299

XIII	Decision-Making In the Public Sector	301
	Decision Making Theories	301
	Application in the Case Studies	307
	Public Deliberation and Collaboration	308
	Application in the Case Studies	314
XIV	Decision-Making Model	317
	Background	317
	The Model	318
	Conclusion	331
XV	Epilogue	333
	Glossary and Abbreviations	337
	Key for Abbreviations	339
	Bibliography	341
	References	349