

THE

House of Assembly Debates

(OFFICIAL REPORT)

FIRST SESSION 1994 - 99

HOUSE OF ASSEMBLY

Friday, October 27, 1995

Pursuant to the adjournment, the House of Assembly met at 10.20 a.m. o'clock on Friday, October 27, 1995.

PRESENT

His Honour I. A. ROETT, B.A., Dip. Ed. (Speaker)
His Honour R. D. MARSHALL, (Deputy Speaker)
Rt. Hon. L. E. SANDIFORD, B.A., M.A., (Econ.),

J.P.,

Mr. H. deB. FORDE, Q.C., M.A., LL.B.

Mr. B. M. TAITT, B.A. (Hons.), M.P.A., LL.B.
(Hons.)

Mr. L. A. WEEKES, G.C.M., J.P.

Hon. O. S. ARTHUR, M.Sc. (Econ.), (Prime Minister, Minister of Finance and Economic Affairs) (Minister for the Civil Service)

Hon. D. A. C. SIMMONS, Q.C., LL.M. (Attorney General and Minister of Home Affairs)

Mr. D. J. H. THOMPSON, LL.B. (Hons.), (Leader of the Opposition)

Hon. Sir HAROLD St. JOHN, Q.C., LL.B.

Mr. L. R. TULL, Q.C., M.A.

Dr. R. L. CHELTENHAM, Q.C., M.A., M.Sc.
(Econ.)

Hon. Miss B. A. MILLER (Deputy Prime Minister, Minister of Foreign Affairs, Tourism and International Transport), (Leader of the House)

Mr. J. O. TUDOR, J.P.

Hon. G. W. PAYNE (Minister of Public Works, Transport and Housing)

Hon. R. C. EASTMOND, J.P., B.A. (Hons.), Dip. Ed., LL.B. (Hons.), L.E.C. (Minister of Agriculture and Rural Development)

Dr. R. C. HAYNES, M.B., Ch.B., F.R.C.P. (Edin.)

Mr. D. Carter

Hon. R. N. GREENIDGE, B.A., LL.B. (Minister of Labour, Community Development and Sports)

Mr. G. A. CLARKE (Parliamentary Secretary, Ministry of Public Works, Transport and Housing)

Mr. J. M. EDGHILL

Mr. F. J. STUART, B.A., LL.M.

Mr. W. C. C. CALLENDER, J.P., B.A., Dip. Ed., B.Sc. (Chairman of Committees)

Mr. H. F. LASHLEY

Hon. R. SL C. TOPPIN, LL.B. (Minister of State, Ministry of Foreign Affairs, Tourism and International Transport)

Mr. D. St. E. KELLMAN

Hon. Miss H. E. THOMPSON, LL.B. (Minister of Health and the Environment)

Hon. Miss M. A. MOTTLEY, LL.B. (Minister of Education, Youth Affairs and Culture)

Prayers were led by His Honour the Speaker.

Mr. SPEAKER: The House is in session. Due to the late arrival of the Minutes we will have to defer confirmation until the next sitting.

ORDERS OF THE DAY

SUSPENSION OF STANDING ORDERS

Hon. Miss B. A. MILLER: Mr. Speaker, Sir, I beg to move that Standing Orders 6, 16, 18, 20, 42(5), 43 and 44 be suspended for the rest of the day's sitting.

Hon. D. A. C. SIMMONS: I beg to second that.

The question was put and resolved in the affirmative without division.

ORDER NO 5 - SECOND READING OF BILL TO
AMEND BARBADOS TOURISM ACT

Hon. Miss B. A. MILLER: Mr. Speaker, Sir, modern institutionalised tourism in Barbados had its genesis in what was called the Development Board in the 1950s and in an earlier Barbados Labour Party Administration the Development Board had a very broad-based mandate. I think it is fair to say that it was the precursor of the Industrial Development Corporation and the Barbados Tourist Board or Board of Tourism. In fact, if you look in the telephone directory today you will still see the listing Barbados Board of Tourism and underneath that in smaller print Barbados Tourism Authority.

Let me start, Sir, by painting in broad brush strokes, if I may, the big picture. Tourism is a better than \$1 billion industry in Barbados. Revenue earned from tourism in 1994 reached BDS\$1.2 billion. I would refer you, Sir, to the Barbados Visitor Survey, 1993-94 at page 48, table 37, Total Visitor Expenditure 1993-94 in US millions of dollars - 522.7. Total expenditure, better than \$1 billion.

This is not, I hope, Mr. Speaker, a debate to trivialise where tourism stands in Barbados and the relevance and the crucial importance that it has to our economy and to the quality of life of us all. We like to say in Barbados that tourism is our number one foreign exchange earner. I like to say that it is the hub of our economy. People look to it to be the great provider of jobs.

To put tourism in some perspective at the beginning of this debate, Sir, in terms of turnover in our economy, I would invite the House to examine a document called Summary of Published Financial Statements of Barbadian Companies, prepared and published by Ernst and Young, known as Performance 1995. It comes out every year.

At page 23 of Performance 95 which was published this year, we see that in 1994 - this is just to put tourism in perspective - for instance, Barbados Shipping and Trading turned over \$444.9 million in our economy, Goddard Enterprises - \$300.7 million, A.S. Bryden and Sons (Barbados) Limited - \$90 million; Cave Shepherd and Company Limited - \$44.1 million; Courts - \$33.8 million; Courtesy Garage - \$21.3 million. In manufacturing, Banks Holdings - \$55 million; Barbados Dairies - \$45 million; West India Biscuit Company - \$14 million; West India Rum Refinery - \$12.7 million; Bottlers Barbados - \$12.7 million; Bico - \$11.7 million; Tourism - \$1.2 billion.

Tourism, therefore, Mr. Speaker, has the largest turnover in our economy. The author of Mega Trends, a well known publication - I recommend it to Honourable Members; this is my copy and has been in my possession since 1990 - and more recently Global Paradox, has

identified 3 paradigm industries which they say will drive the service led economies of the 21st century. I am quoting from "Caribbean Travel and Tourism: A New Economic Perspective", published this year by the World Travel Tourism Council.

Those 3 industries, Sir, which are expected to drive the economy in the early 21st century are identified as telecommunications, information technology and travel and tourism. It is clear to me, Sir, according to the well respected authors of these volumes and several others, that this Barbados Labour Party Administration is on the correct road because it has identified telecommunications, information technology and travel and tourism as very high priorities.

"Travel and tourism" [I am quoting] "is already the world's largest industry and the Caribbean leads all other regions with the largest relative share of travel and tourism output in employment and investment in the whole world. In 1995, travel and tourism directly and indirectly is expected to generate 31.5% of GDP and one in four jobs in the Caribbean. Investing 13.4 billion in capital assets, travel and tourism should account for 78.2% of regional capital investment for 1995...."

(I am talking about the Caribbean, Sir.)

"... Even so," [despite what I have just said, Sir] "the Caribbean accounts for less than 1% of global travel and tourism market share."

Do you hear those figures, Sir? I am just putting Barbados in the picture so that people can see us on the big map. In travel and tourism, Mr. Speaker, Sir, in Barbados in 1994-95, public sector only expenditure on tourism exceeded \$33 million. Revenue earned from tourism was \$1.2 billion, as I have said. Jobs - persons employed in the tourist industry for 1994, the figure stood at 4.9 thousand male, female 5.5 giving a total of 10.4. These are approximate figures.

Travel and tourism, Mr. Speaker, Sir, in the context in which I speak encompasses transport, accommodation, catering, recreation and various services that we offer to visitors to Barbados. It is the world's largest industry and generator of quality jobs and it is a catalyst for many other sectors of the economy. I will show in due course how it is linked into international trade and business, how it is linked into commerce and industry and small business in Barbados, how it is linked into education and culture and health and agriculture.

"Globally," this report says, "the Caribbean is the largest relative producer of travel and tourism gross domestic product in the world."

Travel and tourism directly and indirectly contributes more than 10% of GDP, jobs, capital investment and tax revenue as I said. In the Caribbean, Mr. Speaker, Sir, travel and tourism is expected to directly and indirectly generate according to the figures that I have just set out. It is expected in the Caribbean, because this is a very high growth industry, to grow in total output to more than 36% in real terms over the coming decade as we move from the 20th into the early 21st century; and even that kind of estimation is thought to be below the global average.

The industry in the Caribbean, and we have to see Barbados within the Caribbean, is expected to earn \$11.8 billion in services exports and \$1.0 billion in merchandise exports in this year, 1995. It is the one export industry which is common to all Caribbean States and I am even speaking now of the Caribbean in the context of the Association of Caribbean States, all those States which are touched and washed by the Caribbean Sea.

We know in Barbados that it is a major activator of small and medium sized and large enterprises and that it is a catalyst for construction, financial services, communications and a whole host of others. It is expected, Sir, in the Caribbean that the industry will spend \$13.4 billion in 1995 on infrastructure, plant and capital equipment from suppliers.

Mr. Speaker, in this context, Barbados has to carve out its market share. We cannot expect that tourism, as some people seem to believe in this country, is just going to continue happening to Barbados, that somehow it is going to happen to Barbados. Tourism is not only the world's largest industry but it is also the most competitive. Let us do some comparative analysis because, in many respects, Sir, our marketplace, regionally, in this hemisphere, in terms of North America - Canada and the United States of America - is also our competition, at this time, Sir, every single state in the United States, the Carolinas, Florida, Georgia, Texas, California.

We see the most beautiful television ads on Texas, if you watch CNN through STV here, showing that Texas has a piece of every country in the world and can be like any other country in the world. Every single state is promoting tourism at this time. In this month of October, Sir, the White House is having what is being described as the White House Conference on Tourism. The Caribbean Tourism Organisation could not even get observer status at that conference.

I have in my hand, Sir, the July 3, 1995 edition of Travel Agent which is one of the leading journals in the

travel industry and I am looking at page 40, Sir. I am reading that it says here that:

"one of the main purposes of the White House Conference is to put tourism on the map as an economic entity."

The idea is that tourism means jobs.

At page 40, it also says that tourism is New York State's No. 2 industry, accounting for more than US\$25 billion per year and supporting some 700 000 jobs.

Canada, Sir, I go back to Caribbean Travel and Tourism, page 15.

"Canada recently restructured completely its travel and tourism promotional machinery, creating a top level private sector driven tourism commission...."

- sounds familiar, Sir? -

"... tapping the federal budget for promotion and challenging the private sector to match that effort/The collective Caribbean States," it continues, "should do no less to remain competitive." 10.40 a.m.

Current successful regional promotion by the Caribbean Tourism Organisation and the Caribbean Hotel Association needs to be enhanced. Integration between regional, national and public/private sector promotion is a key to future growth. This is the ball park in which we are playing. This is the big picture. No more, as the Honourable Prime Minister has said recently, can we expect to be cosseted, coddled by special arrangements, guaranteed pricing and protected markets. Those days are gone forever. We have to carve out our own niche and there is market share there for us.

The Caribbean has 32% of world cruise tourism. There is market share there for us but nobody is going to come and put it in our laps. In order to realise a dividend we are going to have to make an investment.

Mr. Speaker, here in the Caribbean we need to be aware of what our neighbours and competitors are doing. I just want for a moment to let us look and see what our immediate Caribbean neighbours are spending on advertising in magazines, newspapers, network T.V., syndicated T.V. and Cable T.V. For the total year 1994, Amba spent U.S. \$2.5 million in advertising, the Bahamas \$4.8 million, Barbados \$2.7, Cayman Islands \$5.6 and Jamaica \$6 million. This is just to show you where we are in the order of things because this industry, as I said, is very competitive and what you put in you get out.

Aside.

Hon. Miss B. A. MILLER: You want me to repeat it? January to May, 1995, this year, Aruba has spent already \$1.7 million, the Bahamas \$727 000, Barbados \$475 000, Cayman Islands \$2.5 million, Jamaica \$2.8 million. This is only on advertising. There is a great deal more that goes into promotion and public relations. I am just putting us in the ball park.

The Bahamas, Mr. Speaker, pays its Deputy Executive Director of Tourism a remuneration package which starts at Bds. \$240 000 a year, U.S. \$120 000. That is what they are paying their Deputy. Now, Mr. Speaker, we simply cannot afford to pay that kind of money at this time. Even within the relativities of what Barbadian executives are paid, in the tourism industry we are far from up to par.

I have in my hand, Sir, another Ernst and Young publication, right here in Barbados. It is a summary of the salaries of executive staff of Barbadian companies called "Compensation Survey 1992". This is out-of-date but it is the one that I have. You would understand that there would be an improvement on this when we see Compensation Survey 1995. But I am going to quote from Compensation Survey, 1992, Ernst & Young, "A Summary of the Salaries of Executive Staff of Barbadian Companies". This is not Aruba, nor Jamaica, nor Cayman. These are Barbadian companies. Just to give you an idea of the ball park.

Asides.

Hon. Miss B. A. MILLER: No. I am afraid it does not have Delaware Clinic. It cannot fit in.

Mr. Speaker, the average compensation of a General Manager in the manufacturing sector - you heard me, Sir? - In the manufacturing sector in 1992 in Barbados, the average compensation of a General Manager was \$172.8 thousand per year. That is what that executive took home. The average compensation of the General Manager in the retail sector \$122.7 thousand per annum. A General Manager in the services sector on average earned in 1992 in Barbados \$160.37 thousand a year.

Aside.

Hon. Miss B. A. MILLER: I have not got to banking yet. I have not gotten to hospitality yet, Sir. A Financial Controller - the average compensation of a Financial Controller in the distributive sector in Barbados in 1992 was \$155.9 thousand a year. In the hospitality sector, Sir, the Financial Controller on average in 1992 in Barbados was earning \$134.3 thousand a year and these things are broken down in a most interesting fashion, basic salary and then perquisites like company car, house, meals, subsidised utilities, bonuses and so on and so forth, and those are the total packages.

Let us go to sales, Mr. Speaker. In 1992 in this Barbados the average compensation of a Sales Manager in the distributive sector started at basic salary \$63 000 a year and this person had \$4 200 in terms of pension, group life insurance \$675, health care \$550; these are the benefits. These are the ways in which private sector companies protect their top executives in Barbados. Bonuses at \$9 000! This entire package would add up to over \$110000.

Hospitality, Sir. Let us get to hospitality. The average compensation for an Executive Chef in the hospitality industry in 1992 at an "A" class or luxury hotel in Barbados, his basic salary started at \$96.1 thousand a year. Add to that benefits: group life \$460, health care \$195, company car leased \$470, subsidized meals \$7 300 a year, subsidised utilities \$1 680 a year. Allowances - Entertainment \$11 490 a year, local travel \$6 900 a year, overseas travel \$6 900 a year. That total package is well over \$150 000 a year. I have not bothered to go into banking and others. The Prime Minister might find that very interesting reading.

The Barbados Tourism Authority, Sir. Now, Mr. Speaker, in my submission, Barbados should be glad and grateful that we have 3 men who are the top executive team in Barbados who were willing to give up substantially on what they were earning before to come to work with us here in Barbados to try to put our industry back on track.

Aside.

Hon. Miss B. A. MILLER: Barbados is not so much following the Canadian model. It is firmly believed by me that the Canadians are following the Barbados model.

Now, the new President. Everybody wants these figures. We have nothing to hide. The new President of the BTA designate, contract period - 3 years in the first instance with an option to renew for a further period. Salary and Allowances - a salary of Bds. \$150 000 per annum. This is what people were earning and more in 1992 in Barbados in the hospitality industry. Incentive bonus. I am ashamed to say, Sir, no such scheme exists at the moment, but it is the intention of the BTA to explore the possibility of introducing a meaningful performance and productivity incentive scheme in which this person would be eligible to participate. Annual vacation leave - 4 weeks. That, of course, is not in keeping with what obtains in the Government Service where they get 6 weeks; but this is business. 10.50 a.m.

This is private sector style business. 4 weeks. If they do not get it they will lose it. It will not be accumulative as it is in the Government Service. We have to modernise this industry.

Listen to the other benefits, Sir. An executive sedan car fully maintained and owned by the Barbados Tourism Authority will be made available for his use and the car will be changed from time to time. Listen further, Sir, and I am ashamed to say this too, ashamed for Barbados, that to executives at this level, in their remuneration package, we would have to say to him that there is no group life, group pension or health insurance services provided by the BTA at present. You understand where we are at, Sir? And we want to compete! But it is going to be investigated by the new Board. This is shocking.

Vice President, Sales and Marketing. This is what we have offered to him. We offered him a salary of \$130 000 per annum. His counterparts in the rest of the Caribbean are earning in excess of US\$200 000 in some territories, per annum. That is what we offered him and we have to tell him too that no incentive scheme exists for bonuses but the Authority would be exploring the possibility of such a scheme being put in place and would hope that he would be able to participate in it. He too by way of benefits would get 4 weeks vacation leave and the year that he did not take it he would not get it. It would be non-accumulative. He would have a car too, owned by the BTA, made available for his use. We have to say to him the same thing. There are no group life, group pension or health insurance services provided by the BTA at the present. That is a shocking disclosure. Of course the same is true for the Cabinet but we serve.

Aside.

Hon. Miss B. A. MILLER: Yes Parliamentarians, both sides of the House. People will say, well if we want to treat ourselves like that.... But we come in here to serve. This is a commercial undertaking.

Vice President, Corporate Affairs and Finance. Again 3 years in the first instance. We are offering him a salary of Bds\$120 000 a year. His counterparts were earning twice that in 1992 and his counterpart in the Bahamas and Aruba is earning more than twice that now, in 1995. But he is a Barbadian who wanted to serve. We had to tell him too that there is no incentive bonus scheme of any kind but we are looking at it and we, meaning the Board, would hope that he too would become eligible to participate in one when it is put on the ground. He too would have annual vacation leave of 4 weeks, non-accumulative. He too would have a car owned and maintained by the BTA, put at his use and he too had to be told, there is no group life, no group pension or health insurance service provided by the Barbados Tourism Authority.

I am painting the big picture. I do not have any time for trivia in this debate. I cannot debate something as important as the tourism industry in Barbados, the very

core of our economy at the level of trivia. These are serious matters. These executives are not competitive in the Caribbean regional market place but they have come to do this job and I have to say, Sir, I am proud of them. Officially they are expected to take up their duties on the 1st of November but these men, all three of them, are on the job. When I was looking at budgetary matters with the Barbados Tourism Authority early in October, V.P. for Finance happened to be in Barbados and delayed his departure by a day to sit in on the meeting. I opened the newspaper yesterday morning and saw the President-designate addressing a fam trip or something of that kind at the Dover Convention Centre. The Vice President, Marketing and Sales is already on the job in the USA which is the market where we have to do the most.

Mr. Speaker, Sir, all three of those gentlemen took significant cuts. These gentlemen were earning far more than what we now offer and what they are accepting, I believe because, in the interviewing process, these were not people whom anybody went out and whizzy whizzied with, these were not people that any Prime Minister telephoned any President of any Corporation or Bank to say, tell your employee, do not bother to apply.

One hundred and twenty people answered the advertisement in respect of these jobs and the consultants did interviews of all. It was narrowed down to a short list as it always is in these cases and that is how the process was.

In the interviews, certainly those who were short listed, people were asked, in what remuneration bracket do you see yourself? One man who was very highly qualified and who was short listed said he saw himself in the \$240 000 bracket, well that disqualified him right away. We have to cut our coat according to the cloth, certainly at this time. The thing is now, what are we asking of these people? We want to look at the job descriptions. Very important. We are seeking now to re-engineer and retool this industry in Barbados. Mr. Speaker, Sir, believe me, tinkering with the Barbados Tourism Authority structure is not going to yield any significant improvement in the performance of that organisation.

In 1993 the then Government, who were sitting over here, brought to Parliament the Barbados Tourism Authority Bill which is being sought to be repealed today. This is what this debate is about but we are seeking to introduce a new Bill and one of the most important things that that Bill did was to tinker. It did not look to re-engineer and retool the industry for the coming twenty-first century. It was looking to create an environment to put certain people into certain jobs. Well the history of that, Sir, is well known. It threw down three Ministers, three Boards, a whole Prime Minister, an entire Government.

Now, Mr. Speaker, Sir, I have in my hand, and again this does not give me any pleasure to read, but the truth has to be spoken about this industry here today. This is our future, all of the future of us all, and as the slogan says, we all have to play our part, and we have got to face it squarely and be honest with ourselves about it. I have in my hand, Sir, "Caribbean Week Top 100 Companies 1995" and this is what I am reading at page 102: 11.00a.m.

Sorry, I will start again, Sir: "In the Caribbean two types of Tourist Boards prevail, those committed to marketing their island and those committed to their political masters. The latter sometimes grow into dinosaurs and as is the nature of such beasts, they tend to bite that who feeds them." - Imagine this goes out to the whole world. - "The whole Caribbean knows what happened last year when one Tourist Board dinosaur bit back so hard it sent its political masters running into the forest of political humiliation."

Yes, Mr. Speaker, Sir, we were the laughing stock in the marketplace. Nobody took us seriously. In the Caribbean, Sir, there are two types of Tourist Boards - those committed to marketing their island and their product and those committed to their political masters and everybody knows. The whole of the Caribbean knows what happened last year when one Tourist Board dinosaur bit back so hard it sent its political masters running into the forest of political humiliation. Listen to what the writer goes on to say:

"Whenever I am asked for advice by investors, I always tell them to examine the island's Tourist Board and to see if it is fulfilling its true role which is to generically sell its destination professionally in the markets it seeks to attract. If not, I advise them to hold back."

This is how competitive it is in the marketplace where the core of our economy is all that we have to trade with. He goes on to say:

"Tourist Boards like those found in Aruba, St. Lucia, and Jamaica," - no mention of Barbados, but everybody knew which Tourist Board dinosaur they were talking about that bit back. Everybody knew who that was. But Tourist Boards like those found in Aruba, St. Lucia, and Jamaica this article is saying - "are shining examples of what can be achieved by the private and public sectors working together and they all deserve their success."

It goes on to say: "To be effective, Island Tourist Boards have to be lean marketing machines, staffed with well paid professionals who must work hand in glove with the private sector so that each one's marketing efforts complement the other."

Mr. Speaker, Sir, I repeat this because this is the Barbadian and the Canadian model: "To be effective, Island Tourist Boards have to be lean marketing machines, staffed with well paid professionals who must work hand in glove with the private sector so that each one's marketing efforts complement the other." And listen to this: "Those islands which continue to chug along in the old ways will see more declines in visitor arrivals as the hot destinations scoop them up and will end up the poor cousins in the marketplace."

I repeat it: "Those islands which continue to chug along in the old ways will see more declines in visitor arrivals as the hot destinations scoop them up and will end up the poor cousins in the marketplace."

Sir, - "Today Aruba is the oasis of Caribbean tourism" - This is" what is said. I am quoting here - "created by the Government and private sector working together to offer everything the visitor actually wants." I repeat this. "Today Aruba is the oasis of Caribbean tourism created by the Government and private sector working together to offer everything the visitor actually wants." Listen carefully, Sir. "They provide the ultimate hassle free vacation, no lines to battle at Customs and Immigration, a clean environment, friendly people, entertainment galore, excellent resort product." That is the recipe for success in this industry in the Caribbean today. The piece is called "Tourism - The New Age, Forward Looking, Forward Thinking."

Mr. Speaker, Sir, in this industry what you pay for is what you get and believe me, Sir, if we want to go out there and pay el cheapo we are going to get el cheapo. It is as simple as that. Now if I can go back to our management team at the Barbados Tourism Authority.

Mr. Speaker, Sir, when I announced this team some weeks ago, I made a statement and I am serious about it, and I make it again here. I understand very clearly the principles of governance; this Barbados Tourism Authority will manage. That is their job. Policy making cannot be the role and function of the Tourism or any other statutory or parastatal authority in Barbados. I am talking about broad national policy and this is where there is going to be a significant departure in this Bill from the 1993 Act. I am amazed at pieces I see written ostensibly by responsible people in the newspaper over recent days as recent as today, suggesting that first of all that they had read the Bill and there was nothing to the Bill except that the Bill had to do with the fact that we had to make legitimate in some way something that we had done wrong.

Now, Mr. Speaker, Sir, nothing can be further from the truth. In the Act of 1993, I should say - and I remember that debate with great clarity, the

Barbados Labour Party fought it tooth and nail in here - we told the then Government that they were going down the wrong road and it would end in disaster. We are the policy makers. No Tourism Authority can approve a budget. The money comes from the Consolidated Fund. It comes by grant from the Government. When they begin to earn their own revenues and are self-financing, I will hear them then on policy making. But who pays the piper calls the tune and something was desperately wrong in 1993 when in the Act the then Government gave policy making functions to the Barbados Tourism Authority. That was all part and parcel of the battle.

Mr. Speaker, Sir, this Government is very clear. Policy making and decision making at the level of national policy resides with the policy makers, the politicians, the Government, the Minister or however you may choose to put it. Now regarding the old Act, Sir, just let me get out of the way this mythology, the way put out by people who should know better and some are attorneys. In the Act of 1993 as exists now, it says that the Minister should appoint a Chief Executive Officer. But the Act did not say to the Minister what the Minister had to call the Chief Executive Officer. We have chosen to call our Chief Executive Officer - President 11.10a.m.

We could have called him Pope if we liked; we could call him Prince, King, if we like, we could call him Manager, CEO, but we chose President. There is nothing illegal there.

The Act also says that a Deputy Chief Executive Officer should be appointed. I freely admit that one was not appointed, but there is nothing illegal in that. We just failed to appoint. Nowhere in the Act does it suggest that Vice Presidents could not be appointed in any number you would choose to appoint. This is not anything whimsical or arbitrary, Sir, we are talking here about a structure, a restructuring process, a team.

The old Barbados Tourism Authority worked with an apex like a pyramid, with the CEO sitting on the top and having an overall responsibility, and the Deputy who would also have an overall responsibility. We have changed this structure because we do not think that it has been answering Barbados' needs. You only have to look at the tourism figures, and I am going to come to them.

Aside.

Hon. Miss B. A. MILLER: Oh, I am taking my time, Sir, because I am going to have to talk about the declining figures over the past seven years, but I am on restructuring at this point, because this is key. It is very obvious to me, in view of the recent past history of the Barbados Tourism

Authority, and even the medium past history of the Barbados Tourism Authority, that we must be doing something very wrong. We lost confidence in the marketplace, the attitude out there, especially in North America our major market, is that we are not taking our product seriously. What I read here about these dinosaur Boards is the view that they have of us out there, and so we have to change our image. But the restructuring is not only about changing image, it is about changing your strategy in the marketplace.

It is clear to me, Sir, and I make no apology for it, that nothing short of a total re-engineering strategy is necessary to take the Barbados Tourism Authority along the path to stimulate the achievement of the potential for a multi-billion dollar tourism industry in Barbados. That is our goal, that is one of our several goals. We are looking for the BTA, which is the promotional and advertising arm of the industry in Barbados, to take us to the place where we become a multi-billion dollar tourism industry in Barbados. We are at \$1.2 billion now. By the end of this century we must be a multi-billion dollar industry, if not it means that we are going to be one of the ones, as the article said, left by the wayside, we will be one of the poor cousins picking up the scraps left over from others.

Mr. Speaker, in this regard it is absolutely necessary that there be a change of operational culture from public sector to private sector in the Barbados Tourism Authority. I remember when the team was announced somebody was being interviewed on the television that night - you know how journalists do these things, when there is a new position they look for people who had been in the industry before and ask them for opinions and so on - there was this man being interviewed on the CBC television in Barbados and he was asked: "What do you think about the appointments?" And he said: "Oh, wonderful, wonderful, I mean, Shuffler, you could not have done better," and so on, "this should have been done ever since." And then the interviewer asked this question: "What do you think about the management team approach?" And the body language alone, furthermore what he said, took you back. He could not answer, was rendered speechless. Do you know why, Sir? Because this management team concept is alien to the business culture of Barbados. But I would like to believe, Sir, in this area now Government is taking a leading role. The management team concept did not even exist in the last administration. Far from a team, we know what happened last, when you had five Ministers moving from the front bench to the back bench within a 12-month span, Sir, so even for the honourable and most distinguished gentlemen sitting over there it is alien to their culture, the concept of the management team. They have to work as a team and the structure is quite different. No more this man sitting at the apex and thinking he can run the entire industry. It cannot work in that way.

I make no apology, Sir, for the introduction of experienced and skilled and proven private sector leadership in the Barbados Tourism Authority, starting at the chair of the Board. I make no apology for that and I would venture to say, Sir, from everything I have heard and read and seen, that these appointments have been well received. I am glad, because these people need to feel the support of all of Barbados behind their effort. The conceptualisation of a market driven tourism sector, led by the Barbados Tourism Authority, is the way that we want to go.

The first order of business for this new team, and I have told them already, I want to see a business plan before the end of the year. I want to see a budget before the end of the year and I want them to help me with the development of a tourism sector strategic plan. I have made it perfectly clear where the roles are. The Minister, the Minister of Tourism, whoever that person is, is responsible for national country policy. The Board, once given its political remit, would then be responsible for implementing that sector policy that has been given to them, and this is what we are here about now in this Bill. National policy is the province of the Minister, execution and implementation is the business of the Board.

Mr. Speaker, Sir, I have great confidence in this senior management team. We are asking a lot of them. The President is expected to have an overall responsibility. He has particular expertise and interest and enthusiasm in the area of HRD (human resource development), very, very important, and he is going to share that role and function too with the Vice President, Corporate Affairs, who also has good experience in that area. The President will be like a Prime Minister in a Cabinet, *primus inter pares*, first among equals. The V.P. Marketing and Sales is expected to direct the portfolio of marketing and sales worldwide. This man will live in the air quite a bit, I imagine, because we have offices not only here but abroad, and I have made abundantly clear to him in particular something that I have said in here on several occasions in earlier debates. Something has to be wrong with the tourism industry in Barbados when in the Barbados Tourism Authority more people are employed home, at home base, than outside in the marketplace where the business is. We had it upside down and inside out, all wrong! How can you have in the Barbados Tourism Authority a situation where there are more people, as the late Mr. Errol Barrow used to say, loitering at the home base than you have out there in the marketplace where the business is? Something had to be wrong there. But there is nothing new in all of this. 11.20a.m.

In 1993, when the Honourable Members on the Other Side came in here with what is now the Barbados Tourism Authority Act, 1993, there were other things that they had

upside down too, Sir. I have the debate here. That was a very interesting period. We had a situation and I have given you the relevant notice, Mr. Speaker, Sir, in respect of this, according to the Standing Orders 28(10). I have already given you written notice that it is my intention to speak by name and by post of a specific person. I don't want to deal with the person so much as with the post.

In January 1993, the Democratic Labour Party Government Administration came in here with the BTA Act and created a post of Chief Executive Officer and Deputy Chief Executive Officer. Less than 2 months later, in March 1993, someone was appointed Acting Deputy Chief Executive Officer. A few months later, in August of the same 1993, that same person was established as Deputy Chief Executive Officer at a time when there was no Chief Executive Officer. So you had a deputy to a non-existent post. Are you following me, Mr. Speaker, Sir?

All of this we lived through in here and in all of this Barbadians stood by helplessly watching a former Administration make an entire mishmash in the full glare of our competitors and of the world travel and tourism industry. This is what went on in here on the Floor of this Honourable Chamber. They brought that Act in here to do that. It was worse than a dinosaur. What is the biggest thing that you see in museums? There are some really mega ones.

Mr. Speaker, Sir, in August of the same year, this person was appointed Deputy Chief Executive Officer and, you know, Mr. Speaker, 2 months later in October, that person went off to further their studies. This is the only place in the world, in the public or the private sector, that somebody gets a top management job and then you send them off to train for the job. Have you ever heard that, Mr. Speaker? Do you really understand the enormity of what I am saying, Sir?

The former Administration came in here with legislation to create a post; that they put somebody in that post as a deputy when they had not even appointed the chief and, barely 2 months later, that person goes off to train for a year. Very interestingly, there are many anomalies attached to this person. This person is not a public servant, but somehow got access to the training fund.

Ninety-nine and three-quarters out of a hundred cases of persons who have access to the training fund are public servants. The training fund is there for the training of public servants, but this person, who was not a civil servant, is not now a civil servant, never was a civil servant, got access to the training fund to go off on training. But that was not the real point at issue, Sir.

The real point at issue is that, in top level management, you appoint somebody and then you send them off to train for the job. It is unheard of. The Honourable Members on that side, Sir, that was their *modus operandi*. They came in here too with legislation to legislate away a job of Private Secretary to the Prime Minister. There is still one today, thank the Lord. They came in here to legislate a job and yet I hear the Leader of the Opposition last Tuesday talking about victimisation. Victimisation, Sir?

Mr. Speaker, Sir, let me quote a case that is on all-fours with this. Some years ago, what was then called the Industrial Development Corporation and the Export Promotion Corporation were being restructured and amalgamated into what is today now the BIDC, the Barbados Industrial Development Corporation. All of this was at the instance of the IMF too, Sir. Don't let us forget that. This was no policy coming from a government or an administration that had a plan and a programme and a vision for the 21st century. This was an administration being whipped from behind by the IMF.

Mr. Speaker, Sir, when that restructuring took place and the Barbados Industrial Development Corporation was bom, the CEO at EPC, a Mr. Williams, I believe, the CEO at IDC, a Mr. Clarke, I believe, were severed; and the new person who is today the CEO at the BIDC was put in place. I did not see any editorials then and I didn't hear any talk about victimisation then. That was a genuine restructuring.

Now this is what I have to say on this issue, Sir. It is not a matter for me, because I have no intention of managing the Board. The Board's business is managing. Whatever the Board does is a matter for the Board. In the restructuring process, and let me make the point, Sir, the consultants have done at the request of the Board an entire and comprehensive staff audit. Every staff member of the BTA Board, both at home and abroad, has been interviewed and a staff audit has been done at the request of the Board.

If you are going to re-engineer, if you are going to restructure, if you are going to retool, you have to have a clear idea of where you are going, the material with which you must work and the skills that you need and the ability to identify and put those skills in the right place. The days of putting square pegs in round holes have to come to an end. We are competing with people who have round pegs in round holes.

Mr. Speaker, Sir, the consultants have done, as I said, a staff audit and it is a matter for the Board. If in that staff audit it turns out that the person who is the Deputy Chief Executive Officer cannot fit into the new structure, and it

is a new structure... It is not cold soup warmed up. It is not any recycling. This is an entirely new structure where you have a Vice President, Marketing and Sales and that is his specific theatre of operation and responsibility. You have a Vice President, Corporate Affairs and Finance and that is his specific area of operation and responsibility.

You are talking about a Deputy Chief Executive Officer who would have had an oversight. It is difficult to know what you could say to describe what the Deputy Chief Executive Officer did, because the person was never in the job long enough for us to know and never had a chance to work with the Chief Executive Officer because they didn't appoint one. As I have said, Sir, they appointed a Deputy before they appointed the Chief. Do you understand where we are at there, Mr. Speaker?

Mr. Speaker, they talk about more chiefs than indians, but in this case they didn't even have a chief. There was no chief; but we had a deputy. I say this, Sir, if in the Board's judgment and deliberation, recommendations having been made to it by the consultants in respect of the staff audit, it is not possible to find a place for this person in the new management team, it will not be the first time or the last time and if she has to be severed, she will get everything that she is entitled to. Every attempt will be made to place her as every attempt is going to be made by the Board to use what skills it has in hand.

The Board is not out there looking to chase away people. I believe the people on the Other Side are talking about a hit list. They operate at that level, they who never had a policy, they who never had a plan, they who never had a programme for tourism. The Leader of the Opposition finds it amusing, giggling as usual over there.

Mr. Speaker, Sir, I have great confidence in this Board and in the team that it is drawing around it to work. This is how I work, always in the team. In the team, I look to pull around me the brightest and the best to help me to do what has to be done. There is too much riding on this tourism industry for Barbados and we have to get it right. The marketplace is out there looking at us. They know that we put a new team in place and they are looking very carefully to see if we are going to let history repeat itself in Barbados. I have no intention of conducting myself so that history would repeat itself and I don't think that is the intention of the Board or the new management team, Sir.

I appeal, Mr. Speaker, Sir, to all Barbadians to throw their weight behind this effort, to be supportive, to be out there as the slogan says, playing your part, however distant, however small, however large, however humble, however sophisticated, each of us must play our part. Barbados depends upon it. I am not saying, of course, Mr. Speaker, that tourism is the be all or the end all. In other areas,

the Government is taking the major thrust, in international trade and business and in telecommunications. These are the 3 big money-swinging industries of the early 21st century and we need to get in on the ground floor.

Mr. Speaker, Sir, the recent past history of the Barbados Tourism Authority is shrouded in controversy and ugly publicity. This has everything to do with the decline in arrivals out of North America, lack of confidence in the marketplace and loss of revenue. I would like to say, Sir, that those days are gone forever. The veil of mismanagement which was drawn across the tourism product in Barbados is now rent asunder.

Mr. Speaker, that was a shameful time in our history and I don't want to dwell on it anymore. It was sordid. It was messy and worst of all it was done in the full glare of our competitors. There was horrendous wastage. We were sending very negative signals to the marketplace. This is what is being said to me in the global marketplace: Barbados for several years now has been sending the wrong signals. We don't take you seriously.

Arrivals from the United States of America, which is our major market, fell from 154 269 in 1989 to 109 092 in 1994. I am dealing with the decline now, Sir. That is a fact. Barbados consistently during those years was one of the few Caribbean countries which recorded a decrease in arrivals out of the United States of America.

We blamed all kinds of things, including the Opposition at the time, as I recall. We blamed everything, except ourselves. Yet, Sir, our neighbours next door - 99 to 100 miles away were gaining market share when we were losing. I came into this House year after year and made the point. I left a question on the Order Paper in 1994 that the then Minister of Tourism laughed at and never answered. It went out with the old Government and the question was to this effect: Is the Government aware that tourism arrivals in Barbados have been in decline for 4 successive years and what is the Government planning to do about it?

That question was never answered. Ministers would come in here and if you had increases in one sector of the market, say from Europe, they would come in here and make a big thing about Europe, but you wouldn't hear anything about the U.S. which is our major market. If you had a little increase in Canada, which we did not, they would still come in here and you would get a big fuss about that; but we wouldn't hear that the U.S. market was just going down, down, down.

Is it any wonder then, Sir, that the highest number of stay-over visitors recorded to date was in 1989. In that year we had 461 259 visitors to Barbados, but over the

following 3 years that figure fell to 385 472 in 1992. In 1993 and 1994 there was a small increase of 2.7% and 7.5% respectively and in 1994 tourist arrivals exceeded 400 000. At the end of August this year, 1995 arrivals have remained nearly constant, showing only a 0.1 % increase of 295 208 to 295 638 tourists. 11.40a.m.

I have the figures and the analyses for the last 2 months that have come to hand, Sir. Barbados recorded 40 597 stay-over arrivals for the month of August, 1995. This total represented a significant increase of 16.1% as compared to August 1994 which recorded 34 968 arrivals. This figure represents the highest recorded arrivals for the month of August between the years 1984 and 1995. Prior to this year the highest figure for August was recorded in 1989 when there were 40 507 stay-over arrivals.

This increase for 1995, Mr. Speaker, we believe is attributed to the large number of visitors who were in Barbados for the Crop-Over festivities which ended on August 7, 1995, so we think that was the Crop-Over surge because some years, depending on when Crop-Over is, you will get that surge in July. In this year we got it in August.

Cruise ship arrivals for August, 1995, totalled 31 203 which is a 13.7% increase over August, 1994, when 27 433 were recorded. So that the total for January to August 1995 now stands at 325 970 which is an increase of 3.7% over the same period for 1994. The total visitor arrivals for the year therefore now stand at 621 608. This represents an increase of 2% over August, 1994.

I come now to September. Last month Barbados recorded 30 636 stay-over arrivals for the month of September, 1995. This total represents a significant increase of 13% as compared to September, 1994 which recorded 27 102 arrivals. I repeat, 13% over September 1994 and 16.1% in respect of August, 1994. This figure represents the highest recorded arrivals for the month of September between the years 1984 and 1995, a 10-year period. Prior to this year the highest figure for September was recorded in 1993 when 30 338 stay-over arrivals were recorded.

All of the major markets, Mr. Speaker, recorded increases for the month of September 1995 when compared to the same period last year. Canada recorded an increase of 12.1%, the Commonwealth Caribbean an increase of 24.5% which was the highest increase for the period, the United States of America and Europe recorded increases of 8%, 0.9% and 19.2% respectively. The U.S.A. still only at 0.9%, too small an increase. The Commonwealth Caribbean has maintained its upward trend while Canada and Europe continue to show improved performances. The United Kingdom continues to be the highest producer of long-stay arrivals for Barbados.

Mr. Speaker, for cruise ship passenger arrivals for September 1995, a 33.2% increase over September, 1994. For September 1995 we had 19 615 cruise passengers and in September, 1994 there were 14 731, a 33.2% increase. The total for January to September, 1995 now stands at 326 274, an increase of 1.2% over the same period from 1994. The total visitor arrivals for the year 1995, therefore, now stand at 671 859. This represents an increase of 3.1% over September of 1994, and yet the Central Bank of Barbados would have you believe, if you read what they write, that the tourism sector is declining at this time. These are the figures.

Now, Mr. Speaker, all of the indicators suggest that the outlook for this winter, certainly into January, is good and it is imperative that we get out there with our T.V. advertising so that we can nail down February, March and into April. It is very important that we get the television advertising. Those who watch CNN, at the weekend you are watching CNN - Jamaica, Jamaica, Aruba, the Bahamas, Cayman Islands. Barbados has to get its market share. The Minister of Finance, the Honourable Prime Minister, has assured that funds will be made available for Barbados to do its advertising.

Mr. Speaker, Barbadians need to understand the importance of tourism to all of us. It is the No. 1 engine of growth and that is the reality. If we expect to realize a dividend, we must make an investment, and having made an investment, then we are entitled to look for a return on that investment. I invite Barbadians to look at what we are investing in agriculture, not only in terms of dollars, human and other material resources. Look at what we are investing in agriculture and then look at the return on that investment in agriculture. Look at what we are investing in manufacturing.

One of the first steps the Honourable Prime Minister took in October last year was to make an investment in manufacturing. That, too, was well received. But look at the size of the investment and the size of the return on that investment in any of the sectors in Barbados and when you make the comparison you will see that in terms of a Bds. \$1.2 billion industry in Barbados we are under-investing. If we want to make that into a multi-billion dollar industry in Barbados, we have to invest more wisely and more selectively than we have been doing.

Mr. Speaker, I believe - and I have been to many, many places in this world, but I have travelled more in the Caribbean than anywhere else - that Barbados has the best tourism product anywhere in the world. I truly believe that. Nobody else has our product mix. Nobody has the quality that we have at any end of the market, and we have to deal

with this image out there that we are only up-market. People have to understand that there is great diversity in the Barbados tourism product.

There is nobody who is going to compete with us in terms of heritage tourism. I tell North Americans your country is barely 200 years old. Our Parliament is 356 years old. This Parliament, Sir, is 356 years old. The United States of America only recently had a bicentennial anniversary. You understand the point I am making, Mr. Speaker, Sir. We have a heritage and the Barbados National Trust and the Barbados Museum and Historical Society have to be lauded for the contribution they make to that subsector of heritage tourism.

Later on, Mr. Speaker, I want to talk about the urban rehabilitation of Bridgetown. I know everything in it now by heart I want to talk about that. Heritage tourism. Eco-tourism. There are people breaking down my door and the Prime Minister's door and the door of the Honourable Minister for the Environment with proposals, more than one, in respect of the development of Graeme Hall swamp. Now we have to be very careful, Sir, with Graeme Hall swamp. Graeme Hall swamp represents the only true wetland surviving in Barbados today and we have to protect it because it is not just a body of water, it has a focal place within the eco-system of this island, and we have to protect it. It will be possible, we hope, once the relevant studies are done and the recommendations are made to us to make Graeme Hall swamp work for us as something people would want to see. People go to Florida to see the Everglades. They will come to Barbados to see the Graeme Hall swamp. There are people who are looking at Turner's Hall Woods. There are people who are looking at Hackleton's Cliff, all within the context of sustainable development. We do not want to lose the natural charm of Barbados which is the key thing that people come here for. 11.50a.m.

Mr. Speaker, Sir, in last Sunday's "The Washington Post", circulation at least one million, this is their travel section - "Calm in the Caribbean - In Barbados Sophisticated Pleasures amid British Aplomb....", and it goes on and on, Sir. Recommended reading. Somebody brought it in for me. Photographs of Bathsheba and the Wildlife Reserve and even Sunbury House. All of this.

Aside.

Hon. Miss B. A. MILLER: Yes, Ms. Gail Moany brought it in for me and I thank her kindly. It speaks to the beauty of Barbados. The green monkeys and so on and so forth. But here we are on the front page and we need this in the *New York Times* and we need this in the *London Times* and this is coming. This is the way that they are going and this is only a small part, Mr. Speaker, Sir, of

the media plan which I have here with me and from which I will quote in due course.

We have to keep reminding ourselves, Sir, that this tourism sector is the generator of jobs, of revenue, and it makes a massive contribution to the quality of life of us all because what we do we do not only do for visitors. We do it for ourselves first. Self-preservation has to be the first order of business and that is why I use the term, sustainable development. We do not want to kill the goose that lays the golden egg. And over and above all of that we are Barbadians and we live here by choice. Any one of us in this Chamber could be living somewhere else in the world but we have chosen to live here. We like living here. Even if I go away for 2 days, and this so often happens, you come back and it is day time and you are looking down and somebody invariably says to me: You have been away for a long time, you miss your home. I always say "yes", even if it is two days, because that is how I feel about it and most of us feel that way, if not all of us.

Now, Mr. Speaker, Sir, I wish to speak at this point about future plans. I do not want to dwell interminably in the past. I want to speak now about future plans, future plans in respect of the Barbados Tourism Authority, Sir, in respect of the Barbados Tourism Investment Corporation. I want to talk about the Barbados Tourism Advisory Council, I want to talk about the Carlisle Bay Development Project, I want to talk about what we are doing in the Ministry in terms of research and product development. I want to talk about the Think Tank, Sir. I want to talk about the Tourism Development Corporation and the Barbados Hotel and Tourism Association and public and private sector collaboration. I want to talk about cruise tourism and show Barbadians the linkage into the Bridgetown Port reform and expansion programme and the Grantley Adams Airport and what we are planning in terms of expansion there. I want to talk about sports tourism. I want to talk about the country team and how in the Ministry of Foreign Affairs we are welding those linkages to make them work for Barbados. I want to talk about the media plans and of course I want to say more about what is actually in the Bill as I go along. But, Mr. Speaker, Sir, I welcome this opportunity for a full dress debate on tourism at a high level. I welcome it.

Mr. Speaker, Sir, it is suggested that this hour might be appropriate for us to suspend for lunch and I would wish, Sir, to resume at one o'clock.

SUSPENSION

Hon. Miss B. A. MILLER: Mr. Speaker, Sir, I beg to move that further consideration of this matter before this House be postponed and that this sitting be suspended until 1.00 o'clock today.

Hon. D. A. C. SIMMONS: I beg to second that

The question was put and resolved in the affirmative without division and Mr. SPEAKER suspended the sitting accordingly. 12.00 noon

RESUMPTION Mr.

SPEAKER: This sitting is resumed.

Hon. Miss B. A. MILLER: Mr. Speaker, before the suspension, I had indicated that I would want to speak about future plans to look beyond the past and the present where we are and I wanted to start naturally with the Barbados Tourism Authority. There are a number of things happening for the coming Winter, November 1995 to April 1996. But before I do that, Mr. Speaker, Sir, I would not wish to mislead the Honourable House of Assembly in any way and I am afraid speaking before lunch I did make an error when I spoke of the Deputy Chief Executive Officer of the Barbados Tourism Authority having gone on study leave in October 1993. I was in error. In fact, the Deputy Chief Executive Officer of the Barbados Tourism Authority went on study leave in October of 1994. The approval for her to do so was signed on September 2, 1994, four days before the General Election. So the Deputy Chief Executive Officer like so many others was privileged to have her...

Aside.

Hon. Miss B. A. MILLER: It is being suggested to me as a golden parachute... an approval for her study leave granted just days before the election. The Deputy Chief Executive Officer had study leave granted with full pay between October 1987 to June 1991 and now again in October 1994 and July 1995. So I just wanted to put the record correct.

Now if I can go to winter activities. There is a great deal planned by the Barbados Tourism Authority even before the management team actually hits the ground and officially come on board. There are a number of activities planned as co-op advertising with tour operators and schedule carriers. In recent weeks delegations from the Barbados Tourism Authority including the President designate, who was not the President designate at the time but fortunately he was in a team, went off to Brazil and Argentina. The report back from that is a good one. We are now talking to BWIA and it is hoped that we will see traffic coming out of Argentina and Brazil very early in 1996. There are a number of events planned in the United States of America where we would want to advertise and promote our product and in Europe as well. There are a number of well advertised events which occur on an annual basis. One of them is the World Travel Market which takes place in London and it is usually in November every

year. Barbados as usual will take a sizeable delegation there. The Government delegation is a very small one but the private sector I think upward in excess of 50 people such as travel agents, tour operators, hoteliers and all sorts of people who are engaged in the ancillary industries to tourism will go and show their wares.

Aside.

Hon. Miss B. A. MILLER: The Honourable Member for St. Michael East is asking me to leave a little bit for him. You can talk about it too. That is the opportunity at Earls Court every year for the world travelling/trade industry to show off its wares and Barbados will have a booth in the form of a chattel house and we will do a reception as we always do. There are a number of interviews and for me and other members, the Chairman of the Board, and the new President on the BBC and every opportunity will be taken to promote Barbados. That of course is at the end of the road show in the United Kingdom and it culminates then at the World Travel Market. Then in March of the year there is heavy promotion which is normally done in Germany which is a major European market for us outside of the United Kingdom and Continental Europe.

Here in the Caribbean there is the Caribbean Hotel Industry Conference which I did not get to go to this year because I really had only been on the job just a few months and I missed getting to go to that. I did get to go to the Caribbean Tourism Conference in Nassau at the beginning of September which was a very important meeting. It gave me the opportunity to be introduced to all of the travel and trade industry in this hemisphere and particularly in this region. But it is important because that is where the U.S. marketplace people come and it was an excellent introduction for me and for the new Chair of the Barbados Tourism Authority as well.

I will take this opportunity, Mr. Speaker, to let Barbadians know that for the first time ever the Caribbean Tourism Conference will be hosted by Barbados in September 1996. It is a big conference. You are talking anywhere between 1200 to 1400 people. The big travel/trade people from all over North America will come to this and we are now trying to throw the net a little wider because it is an anniversary year. It is the 20th Anniversary of the Caribbean Tourism Organisation and in the past since it was such a big conference it used to be hosted by either Mexico or Cancun or somewhere like that, Jamaica, Puerto Rico, Dominican Republic, and the Bahamas. They were the ones who had a chance, but this is the first time that the Eastern Caribbean is going to be able to do this and we want to do it in great style. It comes in a year which is going to be the 30th Anniversary of the Independence of Barbados and it comes in the 20th

Anniversary year of the Caribbean Tourism Organisation. There is a planning committee on the ground chaired by myself and work has started already. We want to make this a gala affair. There is going to be a lot of forward planning and a lot of public relations.

I hope that all Barbadians will feel that they can be part of a welcoming committee for the travel/trade industry who will come here. Letters are coming already and telephone calls to say that people are anxious to see the Barbados tourism product. A lot of people have had the opportunity to do that and now that it is believed that it is coming out of the dark night of despair people want to be very much on board. There are a number of festivals and, in fact, Barbados is now billing itself as the Island of Seven Festivals. The Jazz Festival for next year is really going to be very big and big names are expected in from the world of jazz. We have the Oistins Fish Festival as you know. We have Crop Over which is the biggest of the festivals. We have the Hometown Festival and I cannot remember all of them but there are seven in all. We are billing ourselves in this way...

Aside.

Hon. Miss B. A. MILLER: Yes, Congaline is another of them and we have to find means to diversify our product and make it more attractive to people in this way. There are a number of road shows that are planned. There are a number of familiarization trips which are planned and there is a great deal more going on in the industry as well.

Mr. Speaker, I am happy to announce that the owners of Sunbury House have come to see us and they have indicated that they are hoping to rebuild Sunbury House and have it ready by mid-1996 so that it would be back on track again. That is another part of heritage tourism which was very important to Barbados. In terms of the infrastructure of the industry, for the first time in many, many years people who are interested in building hotel plant have been approaching the Government. There is a proposal for Villa Nova in St. John which I think has been in the public domain. People know about it and it has been long approved, and it is hoped that it is going to become a very different and interesting kind of hotel. It is beaming itself for up-market business people. 1.20 p.m.

It is going to be one of the few hotels in Barbados that is riot on or off the beach, and is going to be set in the countryside in a way that we are not quite accustomed to in Barbados.

There is another proposal for a multi-million dollar hotel structure at Dover, not far away from where Casuarina is now. There are proposals in the pipeline

for new hotel plant at Long Beach as well and the Minister of a Finance and Economic Affairs, the Honourable Prime Minister, advises me that there is something just coming before him in respect of Mullins in St. Peter, and there is a great deal more beside. As I said earlier, there are proposals about Graeme Hall. I saw someone as recently as the day before yesterday, I think it was, about hovercraft and other water craft; people are excited at the prospect of a marina at Speightstown.

Mr. Speaker, Sir, I want to talk about the Barbados Tourism Investment Corporation for a few minutes. It is not one of the tourism entities that is well known to the Barbadian public, and it is a pity, because it has a large role to play in the industry. The Barbados Tourism Investment Corporation is a limited liability company which came into being with a mandate to hold and manage Heywoods Resort. I do not have time at this point to go into the history of Heywoods, but Heywoods is no longer owned by the Government of Barbados, and so the *raison d'être*, the remit of the BTIC would appear to have disappeared. Over time other things were thrown into the lap of the Tourism Investment Corporation, the Hilton Hotel, Sherbourne, Dover, the four air-conditioned coaches, Durants Golf Course, a mish mash, a mixed bag. When I first met with the Barbados Tourism Investment Corporation, soon after I became Minister of Tourism and reappointed the Corporation, in giving them their political remit I had very serious observations to make to them. I told them there were two roads they could travel, the high road or the low road. The low road I consider to be the road on which they now are, or were at that time a few months ago, where they would somehow make recommendations to the Government about what the future of the Hilton could be, and that is another whole subject in itself. We have really not done anything substantial to the Hilton«since the mid 60s when it was built, and the • Government has to make a decision about the future of the Hilton. I told them they could do that, they could make recommendations and literally work themselves out of a job in three or four years and Barbadians would be grateful and thankful, and so would the Government.

The truth about the Barbados Tourism Investment Corporation is, Mr. Speaker, that in all of its existence it has never behaved like an investment corporation. It was only a name, it was only a title, and I said to them: "I would want to invite you to go the high road with me, and for the first time in your existence behave like an investment corporation. What we would ideally wish is for the investment corporation now to draw around itself an investment unit which would help the Corporation to go out there and look for and devise and plan investment opportunities that it would then invite nationals and non-nationals to invest in." I said to them: "You know, what you have on hand now a lot of Barbadians see in a

negative way as a liability." I do not. I see it as a challenge, I see it as a plus, because I see, for instance, Mr. Speaker, the Hilton Hotel - and the Hilton is a not insignificant chain in the world - in Barbados anchoring a massive resort running from Needham's Point right down to the Esplanade. I told them: "Can you not conceptualise a board walk running from Needham's down to the Pierhead?" I can see it in my mind's eye so clearly, a massive resort. You have Grand Barbados there, you have the Island Inn there, the Yacht Club, a beautiful beach, you go further inland you have the Garrison with all of its recreational and historic interests. There are people who are interested now in restoring George Washington House. Can you imagine the opportunity for tourism in Barbados if we could get a President of the United States to come down here and d/an official opening of a restored George Washington House? Just let your imagination run riot there for a moment, Sir. What we need to do is to pool together and invent a package that would fire the imagination of investors, and there are investors out there. There are some on the ground here in Barbados who are knocking down the Prime Minister's door and my door, because they want to invest in the Barbados tourism product. I said to them what we want is Sherbourne working with an hotel, and preferably a chain, which already does convention business, which has a convention subsidiary within its portfolio of interest, and it is so natural that the coaches would attach to that. What, in goodness name, Mr. Speaker, is the Tourism Investment Corporation in Barbados doing over the past years running four coaches competing with the private sector on a daily basis? That is not the function and the role of a Tourism Investment Corporation. The coaches go so naturally with the Convention Centre we have, it is what we have got, we cannot do anything about the fact that it is where it is at, and it always will need to have the transport component as part of its function. I said to them that is how I see these things.

I have appointed a Special Envoy whose remit it is to deliver the sports tourism niche to the industry in Barbados. She has brilliant ideas, working already with the Barbados Tourism Investment Corporation, about the future of Durants Golf Course.

The Prime Minister and I have had very long and serious meetings and discussions about the future of the BTIC, and so well did he like the idea of the Tourism Investment Corporation for the first time getting up and behaving like one, that as a result of that discussion, it is proposed that a very soon opportunity, and I hope before the end of this calendar year, that I will be back in here. What we want to do is to form a company, which would be a wholly owned subsidiary of the Barbados Tourism Investment Corporation, and this company would be an exclusively tourism related property owning company. The Government owns many, many properties, several of

them in varying states of disrepair, unhappily, and some of them heritage properties which are desperately in need of preservation, conservation, rehabilitation, restoration.

What I want to be able to do, Sir, is to say to investors, both local and non-local, this is what the Government is presenting to you, we come to you with two open hands. In one hand is an incentive package already prepared in the Ministry of Finance and Economic Affairs, and in the other hand is what I call the pool of equity. All the properties in the Greater Bridgetown area the Government then, through the Tourism Investment Corporation, would barter, sell, rent, lease, exchange, whatever and we are thinking of properties like the Empire Theatre, designed a long time ago as a theatre, one of the earliest in the Caribbean, but it has been used as a cinema for most of my life and is now falling into dereliction, but when we went and looked at it, Sir, its beautiful 2' thick walls, even the seats are in remarkably good condition for all the years of disuse. We would need to rebuild the stage in there and put a roof on it, because unfortunately part of the roof has fallen in on part of the old rotten stage and destroyed it, but there is sufficient in dramatic, musical and other entertainment in Barbados, Mr. Speaker, to keep the Empire Theatre open every night, 365 nights of the year. That is product and we have nothing like that in Barbados, we have to diversify our product.

We are thinking in this way too of the old Town Hall that needs to be restored and have its overhanging galleries again, taking up all that tarmac in old Lower Green and restoring it to green and linking it into the Jubilee Gardens. A lot of people do not even know what the Jubilee Gardens is. It is all that rusted iron work around the, few straggly trees just outside the gate of St. Mary's Church. All of that has to be restored with nice pavement cafes downstairs. 1.30 p.m.

It is possible that the town hall could be the home for the national art collection of Barbados. We don't have a national art gallery yet in Barbados in a central position. All of this is part of the portfolio of a new, restructured and redirected BTIC. I will have to come back to Parliament with the BTIC Act as well to put them on track.

The Prime Minister was reminding me that the spirit bond is one of those buildings too. It is an amazing thing. There was going to be an attempt by an earlier Barbados Labour Party Administration to sell it. I remember virtually getting down on bended knees to say to the late Tom Adams: "Please don't sell this. This is an asset. This is prime property that the Government needs to hold on to." I always conceptualised it as a perfect place to house arts and crafts, so that you have crafts people working at their craft work in leather, beads, grass, straw, silver, whatever they want and selling it at the same time, and nice little

restaurants. I talked about this and a number of private sector people are breaking down the door saying: "I want to be in on that".

What I am saying, Sir, is that all of this tourism development is expected to be private sector driven. A number of persons have expressed an interest in business hotels on the lower end of Bay Street. Many Barbadians may not be aware, that moving from the Pier Head up to the Hilton, and particularly in that area that is known as Browne's Beach and behind where the Boatyard now is and the old Harbour Police Station is one of the largest and most beautiful beaches in Barbados. Cyclical tidal movements have created this, and people don't know that it is there. We back it and do not realise the potential of it.

Now people's eyes are opening to that and they see the business opportunities there and they see the opportunity for entertainment in Barbados; and the Government has to be the catalyst for that. The Government has to be the product developer. That is going to be a major role for the Barbados Tourism Investment Corporation.

The Grantley Adams International Airport. That is part of product development and there is a project which is expected to come on line in about 1997 for a massive expansion of the Grantley Adams International Airport and refurbishment there. Minister Toppin and myself jumped on a little 6-seater plane on Monday morning and went down to Martinique for an hour to look at what is now the most modern and sophisticated airport in the entire Caribbean.

They said to us that they came to look at ours to inform their planning and design ideas for theirs. What is planned, Sir, is that the entire structure that we now know as the Grantley Adams International Airport, Arrivals and Departures, will become all Departures. There will be a lot more shops in there. There will be a lot more airline counters in there. There are going to be more offices in there, facilities for staffing there. We are proposing to build, a new Arrivals lounge to the west of what you have now. A new Arrivals lounge will go up to the west of the Grantley Adams Airport. We are moving towards the cargo, where the old Seawell Airport used to be.

On the east, the development plan there is for more parking space. Even now, with fewer carriers on the ground than we would like to see, we have run out of parking apron space. So there is going to be massive development.

I am suggesting to the consultants that the roundabout needs to fall into the precinct of the airport. We want to move that road further north because, in my submission, Sir, the Grantley Adams International Airport needs to have a multi-storey car park so that people can leave their

cars there under cover in a secure situation short or long-term. I don't know that we can go on in the future just putting land under cars in the way that we have been doing in an island that is 14 x 21.

Likewise with the sea port. That too is product development. There has been a lot of public sector collaboration in respect of the cruise terminal in particular at the Bridgetown port and the port reform and expansion plan is going to see a great deal changing at the Bridgetown port. The reform process is already underway. If you go down there now you would see that a promenade for cruise passengers to walk more easily across Trevor's Way and up to Hincks Street is virtually under construction.

In the new plan, it is proposed that the bulk sugar terminal would be relocated, that we would have to repair the extant cross berth. We have to build new berthing to be able to accommodate at least 2 of the mega ships which are coming. If we think that the Monarch of the Seas is a biggie, we haven't seen the Legend of the Seas and many others of what are described as mega ships. It is the same thing in the aircraft industry. They are now building mega airplanes and we have to be able to service and accommodate them at our airport if they are going to bring the hundreds and thousands and millions of tourists that we would want to attract to Barbados in the coming years. All of that is product development and that is the role and function of the Ministry.

Part of what is so important about the legislation before us here, Sir, is that we must define very clearly and distinguish between what is the role and function of the Barbados Tourism Authority, and its major role and function is promotion and advertisement, and that of the Ministry and the BTIC and the BTAC, the Barbados Tourism Advisory Council.

It has an interesting history. Way back before 1993 and the Tourism Authority Act, the first one, successive Ministers and Administrations allowed themselves to be pressured into responding to criticisms from the private sector by way of adding to the Board. You will remember, Sir, any and everybody who was into the ancillary services to tourism felt that they should be represented at the level of the Board. The calypsonians wanted a seat on the Board and the hair braiders wanted a seat on the Board and the water sports operators wanted a seat on the Board.

What happened Sir, is that the Board grew. At one stage, I think it was a 19-person Board. It became too unwieldy to get on with the business of the Board and the kind of business that the ancillary people in particular were bringing to the Board were complaints about their

particular corner of the industry and not at all addressing themselves to the promotional aspect of what the Board had to do. The whole thing became unmanageable.

What the previous Administration did, and let us now be frank about this, when they restructured the Barbados Tourism Authority in 1993 and put the new Authority on the ground, was to hive off all of those ancillary interests and lop them into what they called the Barbados Tourism Advisory Council.

When I came to the Ministry of Tourism I discovered that it advised no one. No one asked it for advice and some years it met only once, if at all. In other words, what happened was that nobody took it seriously, but the former Administration was in a position to beat its bosom and say "Oh, we have accommodated all of these ancillary interests. They are the Advisory Council. Don't mind that it doesn't do anything and the Government cannot ask it for any advice. "Some of the people who sat on that Council were able at least to say, "Well I sit on the Council."

When I reappointed them, I, too, sat down with them, as I did with the BTA and the BTIC, to give them their political remit, to say this is the Government's policy. I said to them: "Forget your past. I have a role and function for you. You we, truly now to become an advisory committee in a way you never had before." I gave them work to do and they are now in their sub-committees and getting on with being the Ministry's watchdog, in fact, the industry's. I shouldn't say the Ministry's because what they are doing has implications for the BTA and the BTIC as well. There is a lot of cross-fertilisation. There are a lot of people from one moving to the other and sitting together. There is a lot of collaboration, a lot of discussion one with the other, joint meetings of these various entities.

So I come to what I have been saying from the beginning, Sir. In my own personal management style I cannot operate in a welter of private kingdoms. I am always best working in a team. That is why the tourism think tank came into being. What I did was to pull the heads of all of the private sector operations like the Tourism Development Corporation and the Barbados Hotel and Tourism Association together with the chairs of the BTA, the BTIC and the BTAC to be a think tank. They sit with me. These are all very busy business people and we meet at 8 o'clock in the morning. We lay on a little tea and coffee and some fruit juice and we meet at 8 o'clock in the morning. We have predetermined that those meetings will run until 10 and that, at the very least, at each meeting, we must make 2 important decisions. That is working well and that is part of the mechanism to weld the public and the private sector interests into a working partnership in a way that we have not had in Barbados before.

It is also a way for me to elicit at the highest level the kind of inputs that I need to help me with policy formulation and with policy implementation as well. As I have said earlier, in this debate, the private sector cannot do it on its own and neither can the public sector. We have to find the good working relationship which allows one to help to carry the other.

Mr. Speaker, Sir, there is also the Tourism Development programme. This is a large undertaking. It has within it the Bridgetown redevelopment, Speightstown redevelopment and St. Lawrence Gap, as separate and special entities. This pre-feasibility study of urban rehabilitation of Bridgetown is perhaps the most exciting document that I have seen in many years and the proposals are numerous. This predated my coming into the Ministry but since coming into the Ministry we have added Baxter's Road to this, Tudor Street, Pinfold Street, Roebuck Street as areas of Bridgetown ripe for rehabilitation.

Bridgetown is so large, so "humongous" a project, that of necessity and by definition it fragments itself into sub-projects. There are proposals in respect of the Inner Basin of the Careenage. There are proposals in respect of the Outer Basin of the Careenage. There are proposals that a marina is best located at Fort Willoughby, which we call the Pier Head.

Recently this week somebody came in to me with all the plans and the drawings for the old screw dock on the Pierhead. There are proposals which now have to be properly studied moving from the Pierhead up to the Esplanade. This study moves from the Port gate to the Boatyard. There have to be proposals, as I said, for the Esplanade up to Needham's Point. There are proposals for Speightstown. It has been much in the news of late. There are proposals for St. Lawrence Gap and other areas. There are a lot of proposals for the East Coast. There is so much.

We have sand dunes, for instance, in a place like St. Andrew. I travel a great deal and sometimes, Mr. Speaker, I see things that people make into a tourism offering and I think: "But this is no big thing. We have better than that in Barbados." But we take it for granted. I am sure the Honourable Member for St. Andrew would be pleased to hear it. We have sand dunes, but we don't think about it. We don't even notice that we have them. You are driving along the East Coast road and they are all covered with vegetation beyond the Alleyne School.

There is a proposal to develop that. That can be a tourist attraction. There is so much more besides, Mr. Speaker.

There is also something called the Carlisle Bay Development Plan. The Prime Minister has asked me to chair this Committee. What I am going to ask the Prime

Minister is that it has to move now beyond a committee. I mean to have within the Ministry of Tourism the Carlisle Bay Development Project. This is product development in the best sense and meaning of the word. I am going to need staff.

I have made the point before and I believe that, as Minister of Establishments, the Prime Minister has taken the point. If this is the lead sector we cannot expect that a Ministry of 10 people, only 2 of whom have any real training in matters to do with tourism is going to be able to run. There is going to have to be a project unit and we are going to need more research staff than we do now and people who would be able to help us in the area of product development.

The Carlisle Bay Development Plan is not new, Mr. Speaker, Sir. This predates 1986. The Barbados Labour Party left the Carlisle Bay Development Plan when it went out of government in 1986 and it was just put, not even on the back burner; I don't think it was on the stove at all.

We left all that reclaimed land behind the fish market off Bay Street on which a helicopter now sits. That is not what it was designed for. There was actually a plan before 1986, Sir, with a pavilion, and when I say a pavilion, a band stand like in Queen's Park, so that you could have band concerts and other productions. There were going to be rum shops and craft shops and all sorts of things on that reclaimed land because the idea was that the cruise passengers... Remember, in 1985, it was the Barbados Labour Party again that built the first cruise terminal. I remember the Democratic Labour Party boycotted the official opening of it and laughed at it; but they didn't have the vision. They still don't have it.

The cruise passengers would walk up and there would be Pelican Village which the IDC is presently in the process of refurbishing and that would be an attraction for some. They would walk further along and on the other side of the road then would be that massive development of the reclaimed land and that would be an attraction for others. Some would have wandered through the General Post office precinct, and it was deliberately designed that way, and on to Cheapside.

There is going to be a rebuilt Cheapside Market. Only yesterday, in the Cabinet Sir, the paper came in respect of the refurbishment and rebuilding of the Cheapside and Fairchild Street Markets. 1.50 p.m.

Months ago I went down there with the Minister of Agriculture, we spoke to people and plans were made for a wonderful mezzanine and food court so that people would sell vegetables and fruit. There would be

a mezzanine then where you would have more crafts people and some people would wander in there. I would hope that some people would move by into the National Arts Gallery, the nice Lower Green, and some would go through Suttle Street. There are wonderful old shops in Suttle Street where people are still selling straw brooms, cloves, nutmegs and things that tourists never see in their natural habitat. Clove is something they taste in a drink or in food but they do not know what a clove looks like. They do not know what a nutmeg looks like. Then into the charm of Milk Market and Baxters Road - a magnificent plan for Baxters Road. There was a wonderful feeling.

The consultants were looking for somewhere where they could display their ideas and discuss with the people in Baxters Road and I offered my constituency office at the corner of Kensington New Road. They put up their artist impressions and they have taken lots of colour photographs for before and after. They told us wonderful things about the plans for all the shop owners, the fish sellers, and so on. Baxters Road must become a place where tourists will go at 9 and 10 o'clock at night to spend a few hours just as they do in St. Lawrence Gap, and there are many other opportunities for that kind of product development in Barbados.

I have been speaking for a long time and I cannot touch every single thing that I would like to, but there are still some issues and items I have to come to and cruise tourism is one.

Now, Mr. Speaker, there are in the industry in Barbados two bodies of opinion about where cruise, and how cruise, would fit into our overall product. There are some who say that cruise is competing too much with land based long-stay tourism, and that it is not fair that they come with their 2 000 passengers, disgorge them and the hotels never see them.

There are others in the other body of opinion who see that cruise is here to stay. Do not let us fool ourselves about it, Sir. Cruise is here to stay. The Caribbean has 32% of worldwide cruise and that is not likely to change. It is in our interest to devise - and it is not beyond us to do this - strategies, attractions and programmes to try to make every cruise passenger convert to a long-stay visitor at another time. There are very interesting developments in cruise and there are very important decisions that have to be taken.

As we speak, Sir, the Honourable Member for St. Michael North, who is the Minister of State in the Ministries I have responsibility for, and to whom I have given the day-to-day responsibility for International Transport, is at this time attending a very important conference, the first of which was held in Barbados last

year, of the Florida-Caribbean Cruise Association. There are many important items which have to be discussed there.

We have to take serious decisions about cruise, and we are going to have to take them as the Caribbean, because if we go on doing what we are doing now, everybody doing his own thing, the cruise operators will play one country off against the other and that is what is happening now. We need to look and see what the Bermudans have done. They grasped the nettle and said to the cruise industry, the first thing is we have decided what we think is the carrying capacity for Bermuda and so we are prepared to accept only this number of cruise passengers per annum, and the carrying capacity has implications for all sorts of things, environmentally and otherwise. They have said to the cruise industry, when your cruise ship gets to Bermuda, you will not serve any meals on board to your passengers. They must eat in Bermuda. You will close all services to your passengers and Bermuda will service them. You know what the Bermudans also told the cruise operators? The head tax will be \$60.00 a head. Barbados took, in my view, a very unwise and unbusinesslike stance in this regard.

The Honourable Member for St. Michael East is nodding his head. Instead of trying to sit down together with all of us in the Eastern Caribbean and arrive at a position where unified you would say to the cruise operators, this is it. Barbados said: "Oh no. We are charging \$6.00 a head. We do not want to get into that discussion. It is nothing to do with us." This is not the way to go. Then you hear who under-raised somebody, who back-raised somebody, and so on and so forth. In the end, we are not going to be the beneficiaries in the Eastern Caribbean. So we have our work cut out to try to bring some order, some definition to how and where cruise is going to fit into our product, and there are some nettles that we are going to have to grasp.

We are already telling the cruise operators, you must buy more goods and services out of Barbados. You must employ more Barbadians on your cruise ships. We have many Barbadians who are trained as chefs and in almost any area of the hotel industry that you can use on those ships. But if I am saying one story over here, and my counterpart is saying something else in St. Lucia, and somebody else is saying something else in Grenada, and somebody is saying something else in Aruba, what they will do is just, as I said, play us off one against the other and they get the best deal. They get all the ups and we will get all the downs.

Now, we do not have 32% of cruise in the Caribbean by chance. What I am saying is that we have a lot of material to work with to support our position and that is something we have butted about with in the past, but this administration is prepared to deal with it.

The Monarch Of the Seas comes here, I think it is every Wednesday. It buys milk and juices from the Pine Hill Dairy. It buys bread, ice cream, water, ice, bananas, plantains, vegetables, mm, soft drinks and beer, but there are so many other things it can buy. There is a proposal now that there are operations in Barbados which could make uniforms for some of the staff who work on these cruise ships because when you see a cruise ship like the Monarch of the Seas coming in with 2 500 or how many passengers, the crew is a 1 000-member crew as well. We must not overinvest them. They have to be serviced too. So there is tremendous potential there for big business for Barbados. But we cannot all go running and shoving. We have to decide on a policy and a strategy on how we will do our business? in respect of cruise.

Mr. Speaker, in 1994 we received 459 500 cruise passengers, and there is tremendous revenue potential for cruise tourism. When I went down to visit the Cruise Terminal at the Bridgetown Port, it was an amazing thing. One cruise ship was in the Port and there were easily 50 or 60 people in a facility, quite a large room which had been provided within the Cruise Terminal for telephone and fax messages, and so on. This facility is not on board the cruise ships so as soon as they make landfall they rush and telephone home, their businesses, and whatever they have to do. When I heard some of the figures that the Telephone Company was making out of this, garbage, fresh water, it is just incredible but in all of this, always within the context of sustainable development, an impact study of the cruise industry, not only on the Barbados economy but on the Barbados tourist product, has never properly been done. That is one of the first things we are going to have to do if we are going to get the tools to inform the policy that we would have to evolve. 2.00 p.m.

It is planned, I am told, a total of some 34 new ships are contracted or planned to be added to the North American fleet by 1998 and Mr. Speaker, Sir, the majority of these 34 new ships will ply Caribbean routes. Again there is market share for Barbados but it is not going to sail into the Bridgetown Port and say to us, come and take it. We are going to have to go out there and hustle the business and make ourselves accommodating and attractive to the business and find ways and means to make the land based tourism operators, and particularly the hoteliers, find their balance.

Barbados is not the only island to which the cruise ships come. Everywhere else in the world, in the Pacific, in the Mediterranean, in the Indian Ocean, in the Scandinavian countries, cruise is big and growing. It is the fastest growing sector within travel and tourism and they have found that interface between the hotel industry and the cruise industry and we are going to have to find it too and tailor it to our own situation.

If I could move on then, Sir, to talk a little bit about air transport. Now, Mr. Speaker, we can do everything that I have been talking about and if we do not have airlift to bring those long stay visitors into Barbados and to fly cruise people, those people who fly to Barbados to pick up a cruise, if we do not have the airlift then it is all a grand waste of time. There are certain initiatives. We are having discussions with the United Kingdom. When I go to World Travel Market in November, I would hope to meet with Sir Colin Marshall of British Airways. British Airways has agreed to put on a fifth weekly flight starting during November as well. There are ongoing talks and these are very important for us, also BWIA services between Barbados and the United Kingdom. There are matters to do with BWIA out of South America. This is a very fertile ground for us and it is nothing new.

When I was a child... I see the Honourable Member for St. Michael South Central smiling. When we were children did you not remember seeing sometimes 2, not one, VIASA aircraft on the ground at Seawell Airport? It is an incredible thing, Mr. Speaker, that 25, 30, 40 years ago we were doing more business out of the South American Continent, Central and South America, than we are doing today and we have got to do something about that and our Ambassador at Caracas is busy in that regard. The Barbados Tourism Authority, working hand in hand with the Civil Aviation advisers here and others and British West Indian Airways, in particular, in respect of Argentina and Brazil are doing important work. But there is work to be done in respect of airlift out of continental Europe and more out of the United Kingdom as well. People only think of the United Kingdom sometimes as London but there is Birmingham.

Mr. Speaker, in the Ministry of Foreign Affairs, at a very early time, we crafted - I have spoken about this before in this Honourable Chamber but I must make further mention - what we are pleased to call the country team approach to the management of Barbados external economic relations. The aim is that for all of us, meaning foreign affairs, international trade and business, international transport, tourism, education and culture, commerce and small business development, our end goal is one thing out there in the international market place, to promote Barbados. What I want for our Missions abroad is to regain our restructuring process and the working of the country team on the ground.

It cannot be that we could continue with a situation where you go into 800 Second Avenue in New York and you have the Barbados Consulate and the Permanent Representative to the United Nations and then you have in a separate little kingdom with its own separate staff an office of the Barbados Tourism Authority and then another separate staff with an office to the Barbados

Industrial Development Corporation. A lot of lip service has been given to this in the past but I want to get beyond lip service because it is hindering the promoting of Barbados and there is so much more that we can gain by working together as a team than as separate entities. I am proposing, Sir, to use the Consulate at Miami as a pilot in this respect. Mind you, the process is in place in all of the Missions, working better in some than in others at this time.

In Toronto where I visited a few weeks ago, I stole a day out when I was at the United Nations and I went up there and sat down with the staff and I am really very pleased with the way in which the integrated team approach is working. I want to use the Miami Consulate as a pilot, Sir, and in fact we have now found new good premises in Coral Gables, right in the business district. I am hoping that we will open doors officially quite shortly. What we will have at Miami, Sir, is not an office of the Barbados Tourism Authority, but a representative who will be on the staff of the Mission but still answerable to his or her home agency. The same thing with the BIDC and any other entity, including international trade and business, who need to have an advisor or attache on the ground, because that is where you have to be, not here. You are not going to write the business here. You will write the business out there and every Mission will be different. We have moved away from the old time concept of a place where people sign passports, walk about in dark suits and so on. This is a place where people must promote and write business for Barbados and every Mission will have its different thrust and that is already happening. What I am saying is that tourism has a large role to play in the country team, because what happens at home is one thing and the country team starts at home. Now that country team at this time would be the Minister of International Trade and Business, the Minister of Commerce, Industry and Small Business Development, the Minister of Education and Culture and myself and that group can get larger as other people identify interests that they would want to plug into the country team. 2.10 p.m.

So that working together as a team, the one stop shop that we hear so much about is going to become a reality. It is in the process of becoming a reality and the new technology is the cement we are using to help to weld this thing together.

I told the staff at Toronto and New York when I met with them a couple of weeks ago in a sit down meeting that I want to have this meeting once a quarter. This is unprecedented. They said that that had never happened before and I said: "Okay, I want to have this once a quarter. But do not believe that I am going to get on a plane and have a meeting like this. We use the new

technology. You sit down and you have a speaker phone. I sit down at my end with whoever, you have a speaker phone, and you have a conference call. That is how business is done. That is what it is about." That is how we will get on. That is how I would expect to be interfacing with the Heads of Missions and that is how I expect the Heads of Missions to be working out there in the country team bringing the Honorary Consuls in to be part of the country team in a way that they never were before, not that they never wanted to work, but some of them said that no one ever asked them. And they too are to be part of the country team. Groups of Barbadians out there are self-help groups like the Barbados-Canada Group and many groupings in other parts, Atlanta, New York and Florida. They too must see themselves as part of the extended country team because we all have that one end in view in promoting Barbados and writing business for Barbados. Some will write tourism business and some will write new technology business, telecommunications business, international trade kind of business, and others will write commercial business. The horizon is limitless. In fact, we should look at it as a potential without horizon, Sir, and tourism is key in all of that.

I am going to come to the Act in a minute, Sir. The Bill that we have before us - let me come to the Bill. I do not want to wear people down. The Bill that we have before us, Sir, speaks to many important changes in emphasis. For instance, Sir, at Section 4 of this Act, you have the interpretation as you normally do of the establishing of the Authority and so on and so forth. Section 4 is important. It speaks to the functions of the Authority and what Honourable Members need to do is to look at the situation in the 1993 Act and in the proposal for this Bill and see where the differences lie. That is very important because it is here that we make the distinction and we distinguish between the role and function of the Authority and more particularly of the Ministry.

We have put policy making back where it belongs in the province of the Minister. That is where it belongs and with the functions of the Authority when we get to the Committee stage I would be in a position to go into this in much greater detail. But the functions of the Authority speak to the promotion and the advertising of Barbados and its product abroad. The Board also has certain functions which would allow it to register and classify tourist accommodations, which function it had in the past and will continue to have, and to classify certain restaurants. But there will be regulations attaching to this as well which will have far greater detail. Because one of the problems we had with the 1993 Act was that it really was a terrible mish mash, Mr. Speaker, Sir. It lumped together matters that you would normally find in regulations with matters you would find in the Act. So it really was not a good piece of legislation and we have sought to correct that.

At Section 5 of the Act, it speaks to the establishment of the Board itself. It is very important, Sir, to notice where the change lies here. It speaks to the Board being responsible for the execution of the policy of the Authority and for the general administration of the Authority. Yes, the execution of the policy of the Authority. But the policy of the Authority would have been informed by the national policy coming from the Minister of Tourism whoever that person is.

Section 6, Sir, speaks to remuneration of directors. That is no different in the Barbados Tourism Authority than it is in every other statutory organisation. Disclosure of a director's interest is very important, Sir. A director who has any interest in the company or a concern with which the Authority proposes to make a contract or otherwise transact business shall disclose to the Authority the particulars of that interest. The details of the disclosure "shall" not may, shall be recorded in the Minutes taken at the meeting at which the disclosure is made. So this speaks to integrity at the level of the Board.

Section 8 deals with disqualification of directors. This is straightforward. A person is not qualified to be appointed as a director if he is employed by the Authority.

Section 9 deals with the appointment, Sir, of President and Vice President and I would wish to quote: "The Authority shall with the approval of the Minister appoint such persons to such offices as may be designated by the Minister. The chief executive officer of the Authority is subject to the directions of the Board and responsible to the Board for the execution of its policy and the management of its affairs."

Now I will tell you why this is important, Sir. The way the 1993 Act was drafted it meant that anytime you wanted to have a change of nomenclature - and things change, modes change and nomenclature changes, for 30 years ago there was nothing called a chief executive officer and people were called managers and then became chief executive officers - you had to come now to amend legislation. That is foolishness and I asked the Attorney General to kindly draft it in such a way that it was open-ended and allowed the Authority to get on with the business. Do not let us get bogged down in form. Let us deal with substance. So that a chief executive officer could be however called or however described and shall be appointed with the approval of the Minister. 2.20 p.m.

Clause 10 deals with the appointment of staff. The Authority may appoint and employ such officers, agents and servants as it considers necessary for the proper carrying into effect of the provisions of the Act and should remunerate them on such terms and conditions as approved

by the Minister in writing. This is an important section, Sir. It says, for instance, at subclause (3):

"A person appointed by the Authority shall not be assigned by the Authority to a post outside Barbados without the prior approval of the Minister."

and there is a saving clause in there as well, so that officers and other employees who immediately before the date of the commencement of the Act were members of the staff of the Barbados Tourism Authority established by the former Act, meaning the 1993 Act, shall upon that date comprise the staff of the Authority.

Subclause (5) -

"Subject to this Act and to the Statutory Boards Pensions Act, no provision shall be made for the payment of any pension, gratuity or other like benefit to any person employed by the Authority without the prior approval in writing of the Minister."

I am at clause 11 now, Sir, pension rights and service with the Authority.

"The officers and employees referred to ... shall retain all rights in respect of pension, gratuity or other like benefit accruing to them immediately before the commencement of this Act."

This is to allow a situation to occur where as we repeal one Act and replace it with another we do no damage, no violence to terms and conditions of service obtaining with staff who are presently employed at the Barbados Tourism Authority, and it preserves whatever pension and other such rights that they would have. That goes on in greater detail that really would better be addressed during the Committee stage.

Clause 12 deals with contracts, rights and transfer of assets. This is quite different from what we used to have before, because one of the things I have said to this Barbados Tourism Authority is that it must not imagine that for evermore every year it will come to the Central Government with its hand out for a grant. The Vice President Finance clearly understands because, I said it to him myself, it has to be part and parcel of his function as a Vice President Finance not only to oversee the financial matters in the Authority and that sort of thing; I want somebody who is seeing a developmental role, a Vice President Finance who sees a developmental role for himself in this, who will look down the road a year, two years, five years for that matter, and be able to put a position paper before the Board, his President of the Board, to say: "This is my vision, this is my recommendation, this is a way to go. Here are several options, and so on and so forth, here are recommendations about investment." That

is why it is important that the Authority should be able to hold property and to dispose of property. In the old Act it could only dispose of, which did not seem to make sense to me. It should also be able to acquire and hold and do business with property.

What I have said to the Barbados Tourism Authority is that they must look now - and I have said this to the BTIC too - to become more self-financing than they have been in the past, more self-sufficient than they have been in the past. There is a revenue generation role for the Barbados Tourism Authority. There are other Tourism Authorities in this Caribbean who are into revenue generation, but we have always taken the attitude in Barbados the Government is a bottomless pit, you come and every year they give you \$20 million, \$25 million, \$30 million, \$40 million. They have to become more private sector oriented in this respect, and this is a major departure. So much for those who say that these are minimal changes and will make no difference. They will make the defining and important difference that this administration wants for the Barbados Tourism Authority. I am sorry if other people do not have the vision, the imagination to see what a medium and long-term role can be for the Barbados Tourism Authority.

A few years from now the Barbados Tourism Authority should be the kind of Authority that could buy a nice building. Do you imagine people coming here to do business and they are going to that thing, walking over the box drain there at Reef Road? No wonder people say we do not take ourselves seriously! Buildings have an important statement to make about the business that is carried on in them. That is why the Central Bank of Barbados looks like it does, that is why Government Headquarters on Bay Street looks like it does. I have said that in here before, Sir. Many, many years ago the biggest building in a city or in a country, in an island like ours used to be the Church and that made a statement where religion was in our country, and then factories became the biggest buildings and that made a statement about where our priorities were. Then banks overtook factories in terms of size and opulence and appearance, and that made a statement about where the economy of this country was. I am saying that in the future the Barbados Tourism Authority should be able to deal with all of those things without coming to the Central Government cap in hand.

Aside.

Hon. Miss B. A. MILLER: Yes, like the Port Authority does. And I am saying to the Grantley Adams Airport too, that day is going to come for you soon. Foolishness! You cannot be running the airport from the Ministry. All these 30-odd years since we had the Grantley Adams Airport we have been trying to run it from the

Ministry. Madness! All those things have to come to an end, Sir, and these operations have to be put on a business-like footing.

There is money in it. There is market share for Barbados in these things, but if we stick to these old 1950 models - and I have to tell you, Sir, I said it before and I say it again, I cannot work in 1995 with a 1950s model. I do not know anybody in Barbados who is driving a 1950s motor car today. There may be one or two who may be old car enthusiasts, who do that because it is a hobby for them, or it is an area of special interest, but serious business people going to and from business, nobody in 1995 is driving a 1950s car, but we want to take the Barbados Tourism Authority into the 21st century in a 1950s - what somebody said at lunch time - Zephyr Zodiac. Those days are gone, Sir. As I said at the beginning, it is competitive and we have to compete on the terms of the market place. In other sectors in our economy we do not hesitate to do it. When we had to modernise sugar, we modernised sugar. When we had to modernise manufacturing methods, we did it.

Aside.

Hon. Miss B. A. MILLER: The Honourable Member for St. Lucy forgets that a Barbados Labour Party administration built the Portvale Sugar Factory.

Mr. Speaker, Sir, contracts, rights and transfer of assets then, at Clause 12 of the Bill, allow for this larger role of the BTA within the tourist industry and within the wider economy of Barbados.

Clause 13 deals with the directions of the Minister and this is where the policy making function of the Minister is to be found.

"The Minister may give the Authority directions of a general nature in respect of the policy to be followed by the Authority in the performance of its functions under this Act; and the Authority shall comply with those directions."

Clause 14 deals with fees.

"The Authority may charge such fees as are prescribed by order made by the Minister responsible for Finance

- (a) for the issue or renewal of licences; and
- (b) for any service performed by it."

That is a very interesting one, 14(b), because there are many services not now performed by the Barbados

Tourism Authority which I hope this new restructured Authority will be getting into and for which fees may be charged. 2.30 p.m.

Clause 15 deals with funds and reserves of the Authority and how monies must be collected and accounted for. Very important.

Clause 16 deals with the application of the funds of the Authority. They may pay salaries, wages, fees, allowances, pensions, etc. I have had to admit in here earlier this morning that there is no pension scheme in place. It is not a good thing, Sir, and the new Authority has plans to rectify that situation.

As I was saying earlier too, the incentive bonus, the whole concept of a performance and productivity incentive scheme in an Authority like this one is an important consideration. It is hard to believe that it didn't exist before, but this is what will help to drive the industry through the BTA as well.

In essence what I am saying, Sir, is that this Bill is attempting to give to the Barbados Tourism Authority a much enlarged role and function. It has borrowing powers.

"The Authority" at clause 17 "may, with the approval in writing of the Minister responsible for Finance..."

Now remember that the Minister of Finance has made the point time and time again that the Financial Rules must be obeyed. There will be no more letters of comfort. There will be no more spending what hasn't been voted and all of that kind of thing that went on in the past. I see the Leader of the Opposition throwing off his hand. He may be too young to remember the letters of comfort that the Honourable Member for St. Michael West gave to the Barbados Marketing Corporation that created a scandal about here.

All the iniquities and infelicities of the DLP when in Government are well known in this area and so the Act is very clear that the Authority may, with the approval in writing of the Minister responsible for Finance, borrow money from the Government of Barbados, not holding out your hand for a grant,

"... or any person by way of loan, overdraft or otherwise upon such terms with respect to the borrowing, issue, transfer and interest as the Minister responsible for Finance approves for

(a) the provision of working capital..."

Now this is a wonderful departure. Working capital. We are now beginning to sound like a business entity. This is

how business operates and in Barbados too. We are no different from anybody else in that respect. They had it before but they never used it.

In the new scheme of things in the Barbados Tourism Authority this is a function which we hope will now become one which the Authority would engage in. It goes more generally to the performance and functions of the Authority under this Act as well. It goes on to say that

"The Authority may, with the approval of the Minister, raise additional working capital."

At Clause 18. Guarantee:

"The Government of Barbados may guarantee in such manner and on such conditions as Parliament thinks fit, the satisfaction of

- (a) any loan to the Authority; and
- (b) interest charges or any other charges in respect of a loan to the Authority."

Clause 19. has to do with the disposal of capital assets. This is a clause that was there before, but earlier on, I spoke to the need for the Barbados Tourism Authority to have the power to acquire and hold as well as to dispose of assets. The power to acquire and hold, as the Attorney General advises me, is implicit under section 21 of the Interpretation Act.

I had asked when we were negotiating and discussing in the drafting process to have it expressly stated here, but was advised that this is how this is best done, suffice it to say because I think sometimes that members of the Board themselves do not recognise that they have this power.

Accounts and audit Very important.

"The Authority shall keep accounts of its transactions in accordance with generally accepted accounting principles and such accounts shall be audited annually by an auditor appointed by the Authority with the approval of the Minister. The Auditor General may at any time and shall, on the direction of the Minister responsible for Finance, carry out an investigation or audit of the accounts of the Authority."

Just let me go back to pensions at Clause 11. I am advised that there is a pension scheme for members of staff who come under the Statutory Boards (Pensions) Act; but the management team are contract officers, as I said in the beginning. They are on 3-year contracts in the first instance.

The other staff of the Authority do indeed come under the Statutory Boards Pension Act.

Clause 21. Very important that there be access by the Auditor General or by the auditor to "any information within the knowledge of that director or employee that relates to the operation of the Authority."

The Auditor General or other auditor appointed under section 20 must be afforded access to all books, documents, cash and securities of the Authority.

Clause 22 deals with the Annual report

"The Authority shall as soon as possible after the end of each year and, in any event, not later than 5 months from the end of any year, submit to the Minister a report containing

- (a) an account of the performance of the activities and operations of the Authority...
- (b) an assessment of any marketing and advertising programme..."

which the Authority would have undertaken, and "a statement of the audited accounts of the Authority." This is important, Sir.

I have with me the 34th Annual Report, 1992-93. I also have the 1993-94 Report of the Barbados Tourism Authority. These are laid in this House. It is one of the few statutory boards in Barbados which is as up-to-date as this in terms of reporting to this Parliament, and that is part of the process of accountability.

I would hope, Sir, that in a new BTA the report would look much different from this one. It did not help me very much. We have got to work harder on that as well. This is a marketing instrument as well, you know, Mr. Speaker. This should be going to the desks of all the chief executives in all of the industries allied to tourism and all the travel and tourism industries and in all the marketplaces where we do business and even where we hope to do business. So it should be a different kind of document, bearing in mind what I am expecting of the new BTA and the expanded role and function of the BTA.

The Bill also makes it clear that a copy of the audited statement of accounts shall be published in the *Official Gazette*.

Clause 23 speaks to Estimates not later than 31st day of October of each year,

"... in such form as the Minister directs, submit to the Minister for approval estimates of the income

receivable by the Authority, its capital expenditure and the total of its recurrent expenditure for the following financial year."

Clause 24 deals with matters of licensing of tourist accommodation. Clause 25 as well goes on to suspension and cancellation of licences. The mechanism for licensing is a matter really for regulations.

Clause 26 deals with appeals from decisions of the Authority, where a licence is refused or suspended or cancelled in any way, any aggrieved person has a right of appeal against the Minister's decision to a judge in chambers whose decision shall be final.

Clause 27 deals with the Register of all tourist accommodation in respect of which licences have been granted. That Register should be kept by the Authority.

Clause 28 deals with the establishment of a body to be known as the Tourism Advisory Council and I have spoken about that Council already, Sir.

Then there are references to the Schedules to the Act.

At Clause 29, we speak of a tourism marketing plan.

"The Authority shall prepare and submit to the Minister an annual tourism marketing plan for the conduct of tourism promotion in Barbados and abroad...."

It goes on to say that the plan should

"(a) serve as a guide for structuring the programme of tourism promotion and visitor service activities for the succeeding year; and

(b) and it should specify the aims of the programme and outline the methods to be employed to accomplish those aims."

If this section, because it is not new, had been adhered to in the past, the kind of horrendous waste that we have seen in recent years might not have occurred where people just go off on tangents and throw money behind all kinds of speculative programmes and ventures for lack of a proper tourism marketing plan. This has to be an early thing coming from the desk of the Vice President Marketing and Sales, working, together, of course, in the team with Corporate Affairs and Finance for their input and the President.

Clause 30 deals with exemption from stamp duty and income tax in respect of instruments by or on behalf of or in favour of the Authority.

..."the Authority shall not be liable for the payment of any income tax or other tax on or in respect of its income, revenue or receipts, or any part thereof imposed under any law in force in Barbados."

Clause 31 deals with the regulations where the Authority has the power to make regulations with the approval of the Minister in respect of all of those functions: registration, licensing, classification of tourist accommodation, registration of restaurants catering primarily to tourists, keeping of records by persons operating tourist accommodation, of the number of tourists capable of being accommodated.

In other words, Sir, the industry has to be regulated. Every and anybody cannot just put up a sign and say this is a guest house or this is an inn or this is a restaurant. There have to be standards. We want the product to be subject to standards and the Barbados Tourism Authority will continue to be the body which administers those standards.

Clause 32 deals with offences against the Act.

"A person who operates any tourist accommodation in contravention of section 24 is guilty of an offence and is liable on summary conviction to a fine of \$10 000 or to imprisonment for 1 year and, where the offence is committed after conviction, that person is guilty of a continuing offence and is liable to a fine of \$500 for each day during which the offence is continued."

We have got to be serious about this, about the quality and kind of accommodation that we offer to visitors, the kind of ancillary services, particularly catering services, that we offer to our visitors.

Then there is the Schedule which deals with the constitution, procedure and function of the Board of Directors. Again this is important, it speaks of the constitution of the Board:

"The Board shall comprise

- (a) A Chairman and Deputy Chairman; and
- (b) such other members as the Minister may appoint by instrument..."

Temporary appointments may be made to the Board to act in the place of any director who is absent from Barbados or is unable to act.

It deals with tenure. This was something again where I asked the Attorney General to let us look forward rather than backward.

In the old Act, you have this business in the First Schedule to the 1993 Act, no less than 5 nor more than 8 persons to be appointed by the Minister. I told the AG, "Please let us do away with this." Do you mean that 10 years from now whoever is the Government or whoever is the Minister and wants to appoint a Board of a different number will have to come back to Parliament to amend legislation for that reason? From Minister to Minister, from administration to administration? 2.50 p.m.

You would do as you see fit. You would do as the industry would seem to require. You would do as the exigencies of the situation at that time would indicate to be in your interest to do. Again, all of those irritants to do with form rather than substance one would take the opportunity to clean up in this new legislation.

It deals with resignation of the Chairman and the Deputy. It deals with resignation of Directors. It deals with automatic termination of membership and revocation of membership. That is something new as well. In a lot of these statutory corporations, especially the ones which come by way of legislation to this Parliament, we are always very clear and specific about appointment, but not so clear and specific about disapprovalment.

Then it goes on to deal with the Seal, Meetings and so on. The Board should meet at least once a month or at any such other times as may be necessary. These are usual provisions and were to be found in the 1993 Act and will continue as part of this new legislation. Special meetings, presiding at meetings, a quorum, decisions, minutes, attendance of public officer at meetings. These are important. The Chairman may invite any person to attend a meeting of the Board where the Board considers it necessary to do so. It is important and a modern and enlightened way of doing business that Boards should have this kind of power and use it.

Again, I did not get the impression that former Boards in Barbados understood they had this power, that they could use it and that it was often to their advantage to use it. Appointment of committees, remuneration, the validity of decisions of the Board - these are usual provisions.

Then there is a Second Schedule, Sir, which deals with the Constitution and Procedure of the Tourism Advisory Council. I will not go into that in any large detail. There is nothing of particular interest or really spectacular that I feel I need to add to that.

Mr. Speaker, I would like to say, as I close, what I have said earlier on this morning. We have a slogan in Barbados which says that "tourism is our business and

that we must play our part". Tourism is not only our business and the business of us all. Tourism lies at the core of our economy. Tourism means jobs. Tourism is a lifeline for many. Tourism is more than our business. In a manner of speaking, it is our life at this point in our development. I hope that at least some of what I have said would make, not only Honourable Members in this Chamber, but all of those who can hear and see understand the crucial importance of it to us.

It is not something that we can play around with. We have a golden opportunity now to recover our special niche in the market place. We have an opportunity now to reverse that negative image out there. We have an opportunity now to show the world that we are, indeed, serious about our product, and this legislation is part of that, not only the appointments and a whole host of other things that are going on, not only the new physical plans for tourism and all of the things that I have spoken about, but the legislation as an important part of it as well. I hope that Honourable Members will see it and respond to it in that light and in that context.

I thank you, Sir.

Hon. D. A. C. SIMMONS: I beg to second the motion that the Bill be read a second time.

Mr. J. O. TUDOR: Mr. Speaker, we have witnessed, to some extent, a long presentation by the Honourable Minister of Tourism, and probably what took her 4 hours could have been condensed into a more precise presentation since she merely focussed on 3 main areas. I will, during the course of my presentation, make specific rebuttals of some of the comments that the Honourable Member made.

The presentation was structured basically on a 3-pronged draft where she first made a case for the implementation of salaries for senior members of the new tourism team. She took us on a very long trip of her personal dream and aspiration for the tourism industry, and that is acceptable. I think as Minister she must dream, and she must have a vision for Barbados, even though it may be totally unrelated to costs, or it may be totally unrelated to what is practical in Barbados. She had a dream and she took us on a 2½-hour dream and finally she got to the Bill which, in essence, was little or no change from what was presented in 1993 when the 1993 Tourism Act was first introduced into this Honourable House.

The Honourable Minister indicated that tourism is our business, and I think that this debate today should not degenerate to the type of debate we had on tourism during the Democratic Labour Party regime. Some people have referred to it as a witch hunt type of approach to the debate in the sense that even though the Democratic Labour Party

had been in a producing mode and achieving results, the kinds of debates we had were characterised by character assassination which led to the demise of the Democratic Labour Party as the Government

It is my intention during this debate, Mr. Speaker, to be constructive and to look at the industry where we have come from. I intend to look at the future of the industry, and I intend to certainly play my part in the development of the tourism industry as the Shadow Minister of Tourism. I certainly will not be indulging in the kind of witch-hunting which characterised the tourism industry against the Democratic Labour Party when we were, in fact, the Government.

The Honourable Minister made passing reference to the slogan "Tourism is our business, let's play our part". That was a slogan, and I am going to take credit for it because I was the Chairman of the Committee that developed that slogan in association with Jeannette Layne-Clarke. Mr. Speaker, I did indicate to you prior to my presentation, according to Rule 28(10)(b) of the Standing Orders, that I intended to call these persons' names and some others during the course of the debate. I find it necessary to pay respect to them because these are persons that contributed significantly of their talents to this country, and they did it on very small Director fees. I will expand on that some time later in my presentation, but I find it necessary to explain to this Honourable House that the likes of Mike Williams, Levere Richards, Tedroy Daniel, Jeannette Layne-Clarke were members and, of course, our Chairman was Cleveland Mayers at the time that we developed that slogan, "Tourism is our business, let's play our part" with the "our" being national, "tourism is our business" meaning everybody in Barbados. Let us play our part That slogan had a lot to do with the awareness of Barbadians about the importance of the tourism industry. 3.00 p.m.

I will give the Minister credit for outlining very early in her presentation the difficult environment in which the Tourism Authority finds itself in terms of marketing Barbados. I think she did recognise in her address the importance of the tourism industry to Barbados and where our future must go. I will give her credit for that because it is very consistent with the positions that were understood and held by the Democratic Labour Party when we were in office.

Now, Mr. Speaker, this debate today seeks to repeal the existing Bill which was passed in 1993 in this Honourable House and was named the Barbados Tourism Authority Act, 1993. Reference of this appeal can be found in the new amendment Cap. 342 clause 33 which states that the Barbados Tourism Authority Act 1993-1 is being repealed. It is against this background, Mr. Speaker, that I would have thought that a comprehensive change of

this Bill would have been produced in light of the criticisms that were levelled at the Democratic Labour Party during that period when that Bill was introduced and passed with amendments with the assistance of Members from the other side of the House. I remember the question of the policy of the Minister being strongly put by the Honourable Member for St. Joseph and we took the amendment at the time and made the adjustment That Bill was passed in 1993 amidst great condemnation by the then Members of the Opposition. One by one, Sir, they tore holes in that Act and today, minutes ago, we were able to witness the Honourable Minister of Tourism go through clause by clause explaining the virtues of that Act which have been changed in a very microscopic manner. A few clauses have been changed, clauses 9(1) and (2) and I will refer to them later.

There are some relevant omissions and the Minister has made a very strong case for an almost identical Act that is being presented in 1995, when the administration of the Democratic Labour Party was abused in this Honourable House and we were told that this legislation had nothing to do with our initiatives, it was propelled by the international lending institutions, the IMF, the IADB, *et cetera*.

Mr. Speaker, the Honourable Prime Minister in his address, during that debate, this is what he said and I am going to deal with the leader first of all. I am quoting from the *Official Gazette*, Hansard Report page 2910. The speaker is Mr. Owen Arthur who was speaking in the capacity of a Member of the Opposition. This is what he said at paragraph 4 on page 2910:

"Mr. Speaker, the change in the role of the Board of Tourism, as indeed the change in the role and structure of the Export Promotion Corporation and the Barbados Industrial Development Corporation, is not an initiative that the Government of Barbados has taken of its own accord."

He goes on to say:

"There is going to be a change in the role and the structure of the Barbados Board of Tourism because that represents an institutional precondition agreed to between the Government of Barbados and the International lending institutions, governing this country's access to multilateral financing in order to carry out their structural adjustment programme."

That statement was not entirely true, it was in fact a lie, but that was the position.

Aside.

Mr. J. O. TUDOR: I will say it was not a fact. The position that was held at the time was an initiative of the Democratic Labour Party Government. It was not the IMF or the IADB forcing them into this reform. As the Minister quite rightly pointed out in her address a short while ago, clause by clause they make sense and they are relative to a modern development process within the tourism industry. So we were pilloried by the then Opposition into believing that this was some wicked act that was being thrust upon the people of this country. There were speeches by almost every single Member of the then Opposition indicating that the Bill offered nothing to the industry, that the Bill in fact was a complete waste of time and that it was an exercise to propel a few people into jobs, as the Honourable Minister said in her presentation today, to appoint certain people to certain posts. Yet the amendment that they are proposing is to appoint such persons to such posts as the Minister may please.

This is the kind of somersaulting that we have within a two-year period but it is quite understandable because the ball game at the time was to seek any means to remove the Democratic Labour Party from office. Any approach that would bring pressure to bear on an administration was used to bring the Democratic Labour Party to its knees even though, Sir, the results suggest that the performance in a hostile environment was to the contrary and that Barbados was in fact ploughing its way out of a very difficult situation with the policies and programmes that we had put in place.

Mr. Speaker, they said that we had absolutely no plans. That is very far from the truth. Some of the most brilliant marketing plans that have ever been produced in the Caribbean were produced within the old Barbados Board of Tourism, by the same officers who are still on the Board and one in particular was part of the controversial debate at the time and I have indicated to you again, Sir, that I am speaking about Mr. Tony Arthur, an outstanding Barbadian, one who had equipped himself to serve his country in the area of tourism and he himself an old Modernite, a grass root man who worked himself through the system who was part and parcel of those magnificent plans that came to bear. 3.10 p.m.

In the 1993 debate the then Minister, the Honourable Wes Hall at the time, Sir, outlined in detail the plans for the tourism industry section by section. Those plans were supported by other speakers certainly by Members of the Cabinet who understood what the broad marketing plan was. If you read the speech and I am not going to drag the House into a four-hour debate again, you would see that there was general consensus within the Government at the time that the marketing plans and proposals that we had for the Board were spelled out in detail in that debate.

Mr. Speaker, it may be necessary to put some of those plans back into the record just to make sure that they are there. If you refer to the Official House of Assembly Debates again and I am reading from page 2877 and the speaker is the Honourable Wes Hall where he again sets out a schedule of the plan. He said: "The objective in the chief strategic areas will be first of all in tourism strategy and into institutional strengthening to build a sustainable product." That is one. I think the Minister is at one with that because she did refer to the need of the country to embark on a sustainable growth pattern and I think that I will come to that when I deal with the product at a later stage in my presentation. But the Minister is at one and she is on record as saying that she recognizes the need to have a sustainable growth pattern. That was the objective then and it is still an objective now. There is no change.

I go on and quote: "To secure the widest possible participation by nationals in the industry. This will include everybody." Sir, that was an objective then and as the Minister alluded to it is an objective now. There is no change. There was a plan as I said through our slogan that "Tourism is our business, let us play our part". The slogan itself is instrumental in sending a message to all Barbadians that we want you to be involved in the development of tourism. The tourism pie is a small pie but the message that we were sending, Sir, is that it must be divided among as many Barbadians as possible as far as economically feasible. That was the message we were sending. There is no change. That is what the Honourable Minister Wes Hall, the Minister of Tourism was saying.

No. 3 - he said that he wanted to build quality tourism. That was an objective. Quality tourism, Sir, was an objective that is still relevant today and the Minister during her presentation alluded to the fact that Barbados needs to be upgraded and offer the kind of quality product that is marketable and that would assist Barbados in being able to sustain growth in the marketplace. That was an objective then. It is still an objective now.

No. 4 - to develop tourism as an engine of wealth creation for all Barbadians. Well, we are going to have to pause because there is a departure between the Democratic Labour Party's position than that of the Barbados Labour Party because nowhere in the Minister's presentation today did we hear of plans for the small people involved in the tourism industry. There were no plans apart from a passing comment about what was supposed to happen at the Helicopter Port where she was going to put up a craft market in that general area and that was a plan way back in 1986 by the then Barbados Labour Party Government. But the focus of the Minister's address appear to me, Sir, to be addressing the corporate sector of Barbados that can afford the kind of developmental investment along Bay Street to Hilton or wherever she named it and all of them

were in terms of big business concepts. I will expand on that sometime later on in my presentation.

This is what the Honourable Wes Hall went on to say: "We will look, Sir, to another area of marketing. The first thing, Sir, will be to revert the decline of visitor arrivals as the first step towards realizing the positive growth in numbers. This is what we will have to do." That is another objective. Mr. Speaker, this is now 1995. The record speaks for itself and, contrary to what the Honourable Minister said, she gave the impression that the Barbados tourism industry was in decline for the last 6 or 7 years.

Mr. Speaker, that is not the case. In 1986, when the Democratic Labour Party took "hurricane wrecked" industry under the Ministerial guidance of the Honourable Member for St. Michael West we had to immediately put plans in place to reverse the negative trend which had set in and I think that credit must be given where it is due. Because the programmes under the chairmanship of Mr. Cleveland Mayers, and I have also indicated to you, Sir, under Standing Order No. 28(10) that I would mention his name, and that team at that time put in place programmes that immediately arrested the decline and in particular the decline in the United States. What we also saw was a tremendous boost and an immediate boost of the market with the introduction of the air tours programme which brought some 30 000 or 40 000 additional people from the U.K. market and which had the effect of resuscitating several of the small properties that were in dire need of some kind of business.

Now I will speak sometime later in my address, Sir, about the Public Enterprise Fund and the intention of the Democratic Labour Party to assist those properties because tourism is a changing environment. One will appreciate that we have to make adjustments from time to time and we may have to take a new look at those properties because they are facing serious problems in 1995. We are going to have to find a way to assist them because, if we are talking about pulling our Barbadian people into the system, then we have to think in terms of catering to the needs of these small investors. Mark you, Mr. Speaker, they represent approximately 70 per cent of the total accommodation on the island. These small properties represent a large portion of the network and they were in dire need of assistance. One of the primary focuses of the then Chairman and he agitated with the Board and fought very hard to make sure that some consideration was given in terms of spending our marketing dollars to assist these small properties. That was done effectively in 1986. That growth continued through 1987. I think that one of the minor problems that the industry had was the advent of the taxes that were introduced by the Honourable Member for St. Michael South Central in 1987. The Honourable Prime

Minister during his presentation in 1993 alluded to the fact that tax inputs into the system were causing this and I agree with the now Honourable Prime Minister that those tax levels did have a negative impact to some extent on the industry in 1987. But even though that happened, Sir, the industry was still able to effect a growth pattern up until 1989 where it saw record arrivals in this country and today there still remain record levels in the industry.

To suggest that the industry fell into decline constantly under the Democratic Labour Party is to project a picture that is not true. The Democratic Labour Party programme was swift, it was effective, and it sought to address the immediate needs that the industry was facing and in particular the small hoteliers *vis-a-vis* the large hoteliers who themselves were having a problem and we sought to address their problems during our term of office. But we addressed their problems sometime during the period between 1992 and 1993. 3.20 p.m.

The Honourable Wes Hall went on to say during that debate, Sir, that we have "to penetrate the existing markets and expand into the non-traditional areas." That is the exact comment that was made by the Honourable Minister today, the same comment that was made in 1993 by the then Honourable Minister, Wes Hall, is the same comment that was made today. I will say this about the Honourable Member. He himself, as a world renowned cricketer, was able to penetrate these markets with an intense degree of ease. He and Sir Garfield Sobers were very, very forceful in positioning Barbados in those overseas markets, and this country must never underestimate the importance of these great men. We must never underestimate the great value these men are to this country. He went on to say: "We have been doing this for 2 or 3 years but we will continue to do that." So it is a continuing programme. Sir, that has been set in place, it is not a new programme that all of a sudden the Barbados Labour Party has come to office and all kinds of programmes are flying in the air. Mr. Speaker, tourism in Barbados has been properly developed, moreso than any other island in the Caribbean. Many of these islands look to Barbados for leadership and certainly to compare us with some of the major operators like The Bahamas and Bermuda, to some extent, is a little unfair in the sense that they have several advantages over us in terms of the size of their budgets and these kinds of considerations that impact on the industry. We have not had the tools that they have, yet they still understand that we have been leaders in setting agendas for how we /are going to market and plough our way into the system.

This is nothing new, Sir, and to suggest that all of a sudden these things are happening gives the impression that the tourism industry was in shambles during the time of the Democratic Labour Party, and that is not the case. The

Democratic Labour Party clearly has had an outstanding run with our policies, because we have, more than any other administration, understood the need to fuse the workers of this country and bring along as many people as we can, the small people. We have never offended the small working man in this country. All of our policies within the Democratic Labour Party have consistently sought to protect the interest of small business people, and wherever possible we have always sought to encourage them. So it is nothing new.

Only last year we spent \$4.5 million on the advertising campaign in the United States. In 1992 a special marketing programme was set up for the tourism industry. This special marketing programme sought to redress the decline that was apparent in the U.S. market. An aggressive campaign was launched in 1992 which bore results. One cannot deny that the immediate results were noticeable out of the U.S. market, and if you refer to the *Economic Review*, Vol. 22, No. 2, September, 1995, you will see the figures and the graphs clearly demonstrate that I am identifying the growth that was effective from that special marketing. This is not a situation where the Barbados Labour Party came, there were no plans in place and all of a sudden now we have a whole host of plans. The Honourable Wes Hall said that he got lashes for it. He did not get lashes from the Democratic Labour Party, he got lashes from the Barbados Labour Party for spending additional marketing money, yet today in the presentation of the Honourable Minister she is appealing to the Prime Minister for more funds for marketing. The Honourable Wes Hall got lashes for spending more money on marketing, and that is precisely what you have to do.

Mr. Speaker, I will accept that the call by the Honourable Minister for more funds is the right call, because you cannot pierce the U.S. market. She said in her address that Jamaica is seen on television, Cayman Islands is seen on television, Aruba is seen on television, The Bahamas, Bermuda and especially Sandals Hotel. They are heavily marketed in the U.S. market, but we spend a mere pittance in the U.S. market and expect to achieve the results in that war game. It is a television war game and the only way you can pierce it is by heavy advertising. Yet the Honourable Minister, then the Minister in the Democratic Labour Party's regime, got lashes. But today we have a repeat of the call to do exactly what that Minister was doing in those days, and that was to do extended marketing. The Minister's call is quite right. You are on the ball, but it is exactly the same position as was held by the Democratic Labour Party.

Aside.

Mr. J. O. TUDOR: We did it and we got results. What is happening is that people are seeing

the advertisement and they are saying that Barbados is highly visible in the marketplace. That is the comment that came after we ran those ads. He goes on, Sir, and he sets another objective:

"(3) to build up and solidify our repeat visitor factor."

And he said he had mentioned that before. This is a very important area, Mr. Speaker, because I think to keep selling to new people every year, if the Barbados tourism industry is able to convince the buying public that Barbados is a proper destination and it is comfortable and you can enjoy here, the repeat visitor business to Barbados is very, very lucrative business and it is guaranteed business, because year after year they will return.

I was talking to a lady who had spent 25 years in Barbados. Little things amuse and entertain visitors to the island. There was this lady who 25 to 30 years ago would sell flying fish in a basket and walk down St. Lawrence Gap or down the highway shouting "Flying fish! Fish! Flying Fish!" A visitor who has been coming to Barbados for 25 years told me that one of the things that appealed to her was that here we had a woman in all her innocence walking down with this load of fish on her head shouting "Flying Fish, Flying Fish!" She wanted to take a picture of the woman, so being very polite she went to her and said: "May I take a picture of you with the basket of flying fish on your head?" The woman said: "No, I don't want anybody to take a picture of me." You know, Barbadians do not like people to take pictures of them, because they believe that you capture their spirit, but this long stay visitor told me that she told the lady she would give her \$2.00 but the lady said she did not want the \$2.00. The visitor said to the lady: "But, where I come from in the United States and Marilyn Monroe is walking down the street I do not have to pay Marilyn Monroe a cent to take a picture of her." The lady with the fish said: "But Marilyn Monroe don't sell flying fish." That comment and the interaction that she had with that lady from Oistins was an outstanding memory in her life. She speaks about it with joy, about the people of Barbados and how they interact beautifully with visitors, even though interaction was not as smooth as it could be. 3.30 p.m.

It meant something to the visitor and, as a result, they have enjoyed the Barbadian public and they have come here now for 42 years. I spoke to them recently. I had dinner with them. They are now here 42 years. Very good friends of mine now, Sir. So we have to spend some time on the repeat business. That is a strategy, Sir, that has been adopted by the Board for a long time. We have recognised, and I believe both Administrations in the past have recognised, that repeat business is very important to the sustained development of the industry.

This is what the Honourable Wes Hall went on to say:

"(4) to improve the competitiveness of the total on-island product and last/by no means least,

(5) to modernise and upgrade the institutions of human resources in the marketing of Barbados."

Sir, these are all honourable, marketing objectives that were clearly defined under a Qemocratic Labour Party Administration, and during my presentation, Sir, I am going to point out the benefits that were put in place under the Hotel Aids Act that many hoteliers in this country and many institutions were able to use coupled with other incentives that we gave to them to improve the product. I want to deal with that under another section of my presentation.

Mr. Speaker, this goes on and on. I really have to pay my respects to the Honourable Minister at the time, because he did what he had to do, as other Ministers did, in outlining their objectives, and just as the Minister today has again set her broad parameters for what she expects from the industry workers. But what is sad is that they have tried to project that the industry is now having this kind of in ut fcr the first time. That is not true. It is not fair to the workers who have contributed so hard to the industry over the last 30 years of its development.

Mr. Speaker, in just a quick, passing comment, I would say that I was a little disappointed that when the Minister was boasting of the recent successes she did not have the will to congratulate the Acting Chief Executive Officer and the members of the Board who are today working without a head. There was a lot of grandstanding about the Democratic Labour Party working without a head; but yet it was fine for them to criticise us when we had an Acting Head in place. Yet the position was taken today that we were functioning without a head, creating a false impression again that the Board of Tourism was ambling along without a head.

What had in fact happened, Sir, was that after the Tourism Authority Bill was made law, Mr. Tony Arthur became the Chief Executive Officer, Acting. His deputy was Miss Sylvia Lynch. All other posts in the first 1993 Act were deemed to be posts of the new Tourism Authority on the repeal of the old Barbados Board of Tourism Act. So to suggest that there was no head or that there was no post in place during the time that the Democratic Labour Party was without an official head on the retirement of Pat Nehaul is not, again, Sir, presenting the true picture of the structure of the Board at that time.

She made reference to the apex of this new structure where she is going to have a management team at the head, and I do not know if that is a common trend, if she is trying to send a message to the Honourable Prime Minister that no one body is going to sit aloof and rule the roost, that it has to be part of a management team arrangement. I just want to make it clear that she is not sending that message to the Prime Minister, because many Barbadians feel so.

Hon. Miss B. A. MILLER: On a point of order. The Honourable Member can only speak for himself. The Government of Barbados is not a statutory corporation. We cannot be equated to it.

Mr. J. O. TUDOR: Mr. Speaker, that was a passing comment I really didn't want to dwell on it, but I just thought it strange that she made the suggestion in...

Mr. SPEAKER: Let us proceed, please.

Mr. J. O. TUDOR: ...I couldn't help noticing the similarity.

Now, Sir, as I said, the plans for the industry were clearly defined by the Minister and I am going to go a step further.

I am reading still from the House of Assembly Debates, page 2908, and I am now dealing with the Government of Barbados of the day. The Democratic Labour Party's broad policy objective for the Government in respect of the tourism policy and the rationale for the legislation and the new authority are as follows and it is part of the records of this House, Mr. Speaker, where we set in place the broad objectives of the Government in respect of the tourism policy and the rationale for the legislation and the new Authority Act:

" 1. To provide for the effective means of promoting Barbados and marketing Barbados as a destination for tourists on a worldwide basis."

We heard in the Minister's address the plans that she has and part of her dream is that she wants to see Barbados marketed worldwide. The communications systems that are now available to marketing concepts are now available in Barbados and this is a reality. But it is not a reality that is now available to us for the first time. It is a reality that we in the Democratic Labour Party have been aware of for a long time. We have been aware that there is a need to market Barbados worldwide. So the Minister, quite rightly, is consolidating a position held by the Democratic Labour Party and I am going to wish her well in her efforts as she tries to carry out her dream, but it is not a position that is new and unique.

It is a position that was part of the broad objectives of the 1993 Act which were set out by the then Prime Minister, the Rt. Honourable Lloyd Erskine Sandiford. Sound concepts, Mr. Speaker, that were lauded today and placed again as a record of this House by the Honourable Minister as she presented the new Act, almost clause by clause, and did a good job in presenting those clauses identifying the uniqueness of them and the management structure that is available within them.

She described them beautifully today, Sir, but they are almost identical, as I said, to the ones that were presented by the Rt. Honourable Lloyd Erskine Sandiford. No change. The same laws for which we were accused of being propelled by the IMF and the World Bank and the IADB, that they were niggling us to do these things. Yet these are the same clauses that worked their way in here today. This is the presentation of the Rt. Honourable Lloyd Erskine Sandiford during the 1993 debate, page 2908.

He goes on and says:

"to provide the private sector with a more effective means of promoting tourism efforts and a forum for removing obstacles to overall tourism growth in order for Barbados to remain competitive in the world tourism marketplace." 3.40 p.m.

I read it again, Mr. Speaker:

"To provide the private sector with a more effective means of promoting tourism efforts and a forum for removing obstacles to overall tourism growth in order for Barbados to remain competitive in the world tourism marketplace."

Sir, this is clear, a proper objective, and we put it in place.

During the period 1992/93 a decision was made to allow the private sector to acquire facilities at the Bridgetown Port. Again, we got lashes on this side for making that decision. But the facts remain that the Government of the day did not have the wherewithal within the Ministry of Finance to afford the kinds of changes at the Bridgetown Port that have made Barbados very competitive with other cruise destinations, and whereas we are witnessing the decline of the cruise ship industry in several other Caribbean countries, we are seeing a continuing growth pattern in the cruise ship business in Barbados. I am suggesting that that is as a result of the improved facilities at the Port because many of the cruise ship directors will tell you that they are happy to be able to come into Barbados and to enjoy those facilities. I am suggesting that, had we not made that decision

then, Barbados would have lost its competitiveness in the area of cruise ship business.

Let us take this debate at a level and let us get these things out of the way. There has been a lot of political invective that has clouded decisions which are to the benefit of this country. The time has come in this country where we have to sit and debate as parliamentarians honestly and openly about where we stand. Remove the political invective that seems to cloud and distort; so I am not seeking to do that in this debate. I am going to lend critical support to the Government, but I will never join them in the kind of masquerading, or pulling down of an administration that occurred during the 1992/93 period into 1994. You are not going to see it.

We had very sound policies in place that could stand the test, have proven themselves, and are reflected in the Economic Report, not reports compiled by any member of the Democratic Labour Party but reports that have been compiled by the Central Bank of Barbados and we trust the record of the Central Bank. On one occasion they are saying that the Central Bank figures are questionable. They make mistakes in them. When it suits the Barbados Labour Party, the Central Bank figures are flawed, but when it suits them and everything is favourable to them, then the Central Bank figures are right. But I trust them, and to challenge these people, the members of the Central Bank, is to interfere with their professional integrity*. I am satisfied that they are sound people of sound minds and provide accurate information to this country.

The results of the Democratic Labour Party's programmes are clearly documented in the reports and they are available for all Honourable Members to read and accept that the programmes put in place by the Sandiford administration were sound and were, in fact, responsible for rescuing the decline which many of our Caribbean neighbours suffered. We took some bold steps that paid off and we are going to go through them one by one.

The Rt. Honourable Erskine Sandiford went on to say \$s policy objective No. 2:-

"To optimise the contribution of tourism related industries to the economic prosperity of Barbados".

Nothing new again, Sir. The Minister alluded to the same course of direction today. We are going to optimise the contribution of tourism related industries to the economic prosperity of Barbados. Laudable, Sir, vitally important, part of the Democratic Labour Party's programme in 1993.

No. 3:-

"To make opportunity for and the benefits to tourism and recreation in Barbados accessible to residents of

Barbados and foreign countries and ensure that present and future generations are afforded adequate tourism resources and attractions."

Now, this is very important, Mr. Speaker, because emerging in Barbados now there is a situation where there are, for argument sake - and we are speaking about recreation - a lot of people, as all over the world, who play golf. The Democratic Labour Party saw the need and approved the advent of two golf courses in Barbados. There was the golf course at Royal Westmoreland and an attempt was made to set up another golf course with SPG, or something like that, and there is another golf course at Durants.

Mr. Speaker, Barbados needs to have golf courses or recreation facilities to be able to assist the country in the marketing of their tourism product. If we take what is happening today, the golf courses that are put in place on Barbadian soil are not readily available to Barbadians or to the ordinary Barbadian, or to the ordinary visitor who would come into the country. They are available on membership at exorbitant fees and this is something we have to be careful of. I am not saying that we must intrude, but we must make sure that Barbadians are able to access facilities that are put in place in this country.

That is a bit of grey area, Sir, and I would like to see the day that we develop golf courses and develop Durants. Even if we have to encourage the other company at Kingsland to set up the golf course, it is vitally important because it is a major area for economic growth in this country as we would be able to attract the high yield end of the market using golf as a feature. I think this country has to develop the imagery changes that are necessary to project Barbados into the 21st Century.

All of these broad policy objectives were precisely placed in the document that was presented to this Honourable House in 1993, but it was passed over. All of this outstanding work was trivialised in a common debate that did not seek to address the real policy objectives in this country. What we saw was a distortion of what the truth was in this country, where we stood as a developing country and what we, in fact, had to do. A lot of attention was placed on kicking down Sandiford, and getting out this body. For what? For what reason, Mr. Speaker? Do you get rid of a person who is making the kind of contribution that will sustain growth in a country? For what? Is it worth it to bring debates to that level in this country?

I appreciate this debate today. The Honourable Minister for the first time since I have been in this House of Assembly carried it at a level today for the first time. I compliment her for it and I wish that she would continue in that vein.

Mr. SPEAKER: You will keep it that way also?

Mr. J. O. TUDOR: Yes. I will keep it that way too, Sir, because I always behave myself.

But, Sir, let us look at No. 4:

"To promote quality, integrity and reliability in all tourism and tourism related services offered to visitors to Barbados."

The same identical broad objective that we heard in here today. No change, Sir. Are these propelled by the IMF? Are these propelled by the IADB? I am going to ask the same questions that were asked of us. We were told that we had to introduce these because of the IMF and the IADB. Mr. Speaker, do you understand? Do you see the picture emerging where, for no reason, an administration was attacked 2 years ago and you come back in 1995 and do exactly what the administration you criticised in 1993 was doing and you now say that it is not propelled by the IMF, it is not propelled by the IADB. Where are we?

Aside.

Mr. J. O. TUDOR: I do not want to say hypocrisy because it would be unparliamentary and I am not going to get involved in that. Something is fundamentally wrong. Clearly the debate of 1993 was devoid of the kind of injection of goodwill that is necessary if we are going to focus on the slogan, "Tourism is our business. Let's play our part." Do not pull it down because, by our very own actions if we are in Opposition today, and we take negative reaction to certain situations, it will have an impact on the overall tourism product. So why must we pull it down?

Sir, we are going to be magnanimous on this side because we do not want to go into a scenario where, in 1999, when we become the Government, we have to go over this whole problem of rescuing the tourism industry again. We do not want to do that, so during the hiatus we are going to seek to offer as much assistance as we can to make sure that the product does not go completely out of line and that we find ourselves totally adrift.

Sir, the public of Barbados is very aware of the ball game that went down and they understand this policy objective, No. 5, put in place and enunciated by the Rt. Hon. Prime Minister, Lloyd Erskine Sandiford:

"To ensure compatibility to tourism and recreation with other national interests in the areas of conservation and environmental protection." 3.50 p.m.

No. 6, to encourage the preservation and use of Barbados' historic and scenic environment to enhance its appeal as a destination for international business.

Sir, this is a mandate in a law according to the 1993 Act where we were seeking to preserve Barbados' historic and scenic environment to enhance its appeal as a destination for international tourism. Sir, the interpretation of that by the Barbados Labour Party is to place a dump in Greenland, in the most scenic and beautiful site in this country, the Scotland District.

I am not aware, Sir, I stand corrected because I have heard no official position on that and I would take that back because I believe I just said that they have made that decision. I do not think that they have. I believe they are actively considering that decision because of the mitigating circumstances that prevail and I believe that Government will be properly guided, but in law, clause 6 of the broad objectives that were set out and explained in this Honourable House and put on the record in this Honourable House was to encourage the preservation and use of Barbados' historic and scenic environment to enhance its appeal as a destination for international tourism.

No. 7, to create, maintain and further inter-sectoral linkages with other productive sectors and with service sectors such as education, culture, sports and health.

The Minister today, Sir, in her presentation took ...

Aside.

Mr. J. O. TUDOR: It is written into the record and it is understood that that is a broad policy position that was held. We understood that words spoken in Parliament would form part of a decision when it came to matters in the high court *et cetera*. So I was speaking in that vein. That was my understanding.

Now, Sir, the Honourable Minister today spoke about the fusing of service sectors, education, culture, sports and health and that is again logical for the integration. I have no quarrel with that, Mr. Speaker, but it is identical to the broad objectives that were set out by the Democratic Labour Party. What the Minister is in fact doing is continuing the work. In fact what the entire Cabinet is doing is continuing to a large extent the exact programmes that were put in place by the Democratic Labour Party, not only in tourism but several other areas of development manifesting themselves one by one.

So, Sir, I can go on and on in this regard but I will not waste the time of the Honourable House. I think I have made the point that this Bill has no sweeping changes, the policy objectives that derive from the Bill seem to be almost identical and the changes that we have seen in

the Bill are merely cosmetic as a result of skillful re-writing of some of the clauses by the Honourable Attorney General to clear up the perception that the jobs to be filled at the Barbados Tourism Authority were done in an environment where they were appointed to posts that did not exist in law. With the skillful hand of the Attorney General we have been able to have some changes but, Sir, I consider the changes to merely cosmetic.

A close examination of the clauses will show that sections 9(1) and (2) are the areas of significant change. In the old Act, 1993-1 section 9(1) the appointment of Chief Executive Officer and Deputy Chief Executive Officer, 9(1) was very specific. The old Act said,

"The Authority shall, with the approval of the Minister, appoint a Chief Executive Officer and Deputy Chief Executive Officer ." - 2 posts.

Section 9(2) of the old Act says:

"The Chief Executive Officer is subject to the directions of the Board and responsible to the Board for the execution of its policy and the management of its affairs."

This is what the new Act will say. It will go on to say, "... and will make appointment to offices." There is no such thing now as appointment to Chief Executive Officer and Deputy Chief Executive Officer. 9(1), Sir, now goes on to say that the Authority shall, with the approval of the Minister, appoint such persons to such offices as may be designated by the Minister.

Now we were accused of bringing this Act to appoint certain people to certain posts, yet they are now writing into law a clause that says that the Authority, with the approval of the Minister, shall appoint such persons to such offices as designated by the Minister.

To be honest with you, Mr. Speaker, I do not really have a problem with it, because it is merely a cosmetic change. It is dancing language. It is nice English language. It is language that suits the decisions that have already been made. 9(2) The chief executive office, small "c", small "e", small "o" of the Authority, with big salaries. It has gone from a big letter to a small letter but the money has gone up. Reversed psychology. But the Chief Executive Officer of the Authority by whatever name called, this is a beauty, Sir. This is what I would call a "googly". Sir, I was wondering how they would have got out of this position. But this is a beautiful ball. This is what you call in cricket a "googly" that beat the batsman all ends up. But, by whatever named called that is what he is saying.

Mr. Speaker, this whole question of by whatever name called, they have gone on record as saying that they

are going to call their chief executive officer, the president. I submit, Sir, that there is nothing unusual about this. Chief Executive Officer is understood all over the world to be the head, to be the boss. Chief Executive Officer is a modern term in Europe, in the United Kingdom, it is even used frequently in the United States and they traditionally started this whole question of calling people by the name of President, Presidents of companies, and so forth.

I believe, Sir, that President is a terminology that should probably be left for Heads of State. It is not a big thing whether you call somebody a Chief Executive Officer or President, you can call him anything. 4.00 p.m.

It is neither here nor there. It is not really relevant. It was better to correct an anomaly that had been created by the hurried appointment of the members. I sat, Mr. Speaker, for 4 hours...

Hon. Miss B. A. MILLER: Mr. Speaker, on a point of order. The Honourable Member is misleading the House. There was no anomaly. He was making such and now he has just gone off...

Mr. SPEAKER: Please. What is your point of order?

Hon. Miss B. A. MILLER: There was no anomaly. It is not correct to say there was any anomaly which had to be corrected. The 1993 Act does not preclude the appointment of a President so called or anything else.

Mr. SPEAKER: So the two of you are saying the same thing.

Mr. J. O. TUDOR: It does not authorize either. So she cannot have it both ways. But the point is, Sir, the public was told that three persons had been appointed to the post of President, Deputy President of Finance and Deputy President of Marketing. That was an announcement but in law that announcement contravened the existing Act which was this Act that we are now repealing. Well, I am not going to dwell on it. I am just suggesting, Sir, that it really is a cosmetic change and I do not know for what purpose it was done because it is neither here nor there. I do not care what you call it. I am interested in the results. You can call him anything. You can call him King Jah Jah. I do not really care. I am interested in the results.

Mr. Speaker, in the clause section 9(1) as the Minister said, she is seeking to make sure that she has the flexibility or any subsequent Minister has the flexibility to determine any amount of posts at a short time without having to come back to this Honourable Parliament for approval for an established post I am wondering by this amendment if we are not creating a precedent in the system where several posts can be established and how long they will

be established for at the whim or fancy of the Minister and the Authority at the time. So I am a little uncomfortable about the clause.

Aside.

Mr. J. O. TUDOR: All right I will deal with that I am just wondering, Sir, if we are in fact creating a precedent by doing this because it means that posts can be easily established in this Authority at the whim and fancy of the Minister and the Board. But I will rely on the integrity of the system for the time being and I would hope that this is not an area that is abused. I think this is an area that we will have to monitor and pay very strict attention to. Because I feel, Sir, that Parliament to some extent should be made aware of posts that are being created because, if in fact the Ministry is focusing its attention on marketing more so than on building the administrative costs so that we tilt it so far over the hill that we have more money being spent in administrative costs than we have being spent on the marketing of Barbados, this clause may in fact have an impact on the administrative cost of the Authority if it is used indiscriminately. But, Mr. Speaker, what are these changes going to achieve? What diagnosis was done of the industry to make these changes current to the extent that we have to now introduce them into a new Bill? What diagnosis of the industry necessitated this?

We heard a lot from the Minister. She made a very good case out for the persons who were appointed to the posts. She made a very good case out for them. She gave comparisons and said in fact that we were very fortunate to get these persons at those salaries because they were in fact giving up a lot to come and work for these salaries. They are foolish in the first place because I certainly doubt that you would find several Barbadians who are prepared to give up so much to come and work for \$150 000. Mr. Speaker, I would like to give it up now to come and work for \$150 000 because in Barbadian terms today the salaries that were announced by the Minister can only be basically described as "Olympio - Lotto" type salaries. Those members, the high flyers because I do not want to call their names, do not have to buy one single Lotto ticket, they do not have to buy an Olympio ticket, and they are guaranteed to hit that amount once a year. Can you imagine, Sir, these people have given up so much and can hit a Lotto once a year? Mr. Speaker, if I could do it, I would love the job. I am sorry that I did not apply, Sir, because that is amazing that you can give up so much and yet hit a jackpot every year.

Sir, you know what is strange is that at this same time the amendment to the Bill speaks nothing about what is going to happen for the workers in the industry. Because if you now have the high flyers who have given up so much for Lotto or Olympio jackpots, you now have another layer of workers of the second level of management which

is almost \$100 000 less than the Lotto - Olympio high flyers. So the trade union movement and all of the other workers in the industry are going to say: "Well, we deserve more too."

Aside.

Mr. SPEAKER: Just proceed. Please. Please.

Mr. J. O. TUDOR: I do not pay them. They generate their own revenue. They are on their own incentive scheme and they generate their own revenue and they do very well.

Mr. SPEAKER: You proceed.

Mr. J. O. TUDOR: Mr. Speaker, I listened for 4 hours and I never once opened my mouth to the Honourable Member when she was speaking. I sat like a gentleman and I listened. Even though I did not agree with everything that she was saying, I sat and I listened. I was sent here by the members of the St Michael East community. They have sent me here with a massive majority and I am going to speak even if I speak for 4 hours, 5 hours or 5 days. Because the Minister came in here today and indicated that she can speak for 4 or 5 hours and I will do the same thing if I feel like it.

Aside.

Mr. SPEAKER: Okay. Please, We do not want to make it five and a half.

Mr. J. O. TUDOR: What we have to do is look at the real issues and the real issues as they affect the workers in this country. What is in it for the small man? What is in this Bill, Mr. Speaker, for the small man? I heard of no plans. I heard of no immediate programmes that will have a direct benefit on the small man in this country in the tourism industry. There is nothing in it. But as I said before, Mr. Speaker, we have the "Dream Team" (or tourism and this "Dream Team", Sir, has been put in place at a major cost. As I said before, when we should in fact be focusing on the marketing of Barbados, our focus seem to be on the administrative side where we are seeking to put these levels of persons into the system. 4.10 p.m.

I have a quick question, to find out if these posts that have been filled were in fact advertised. I remember, Sir, that there were advertisements placed in the newspapers and reports indicate that persons were short-listed, but none of the persons who were short-listed was deemed to have been suitable, and that a search was done by a company...

Aside.

Mr. J. O. TUDOR: Members on that side can correct me if I am wrong, but a search, which was authorised by the Authority, was done to identify persons suitable for these posts. I am not quite sure if the Minister put it in a proper perspective when she spoke, because she did indicate that...

Hon. Miss B. A. MILLER: Mr. Speaker, Sir, on a point of order. I thought I was abundantly clear. The posts were advertised, over 120 applications came, it was part of the consultants' remit to help with the shortlisting of those who were interviewed, some head hunting was done as well, but all the people who were appointed applied.

Mr. J. O. TUDOR: Mr. Speaker, I am just trying to find out, I want the record to be precisely or pellucidly clear, where we make sure that these persons who were appointed were not just plucked out of the sky, denying Barbadians a fair chance to be properly considered, because on close examination of the curriculum vitae and so forth, and from our own knowledge of the individuals, there is nothing that is so special about the applicants that other Barbadians certainly could...

Mr. SPEAKER: The Honourable Member, of course you know you did refer to Standing Order 28.10.

Mr. J. O. TUDOR: ...I cannot remember all the names I submitted to you, but I thought I had submitted.-. But I have not called any names.

Mr. SPEAKER: The ones you are referring to I do not think they.... I am just cautioning you about the Standing Order as you go that route.

Mr. J. O. TUDOR: To all intents and purposes, Mr. Speaker, I refer to them as Lotto-Olympio high flyers. For specific reference that is how I refer to them, so we will have an understanding, Sir. I do not want to break the Standing Orders.

Hon. Miss B. A. MILLER: Mr. Speaker, on a point of order. I will try to help the Honourable Member. I am reading from the Consultants' Report*

"The candidates interviewed comprised individuals who were previously considered or referred by the BTA, individuals who made direct approaches to the consultants, current staff members of the BTA, responses to the consultants' feelers in the market place."

But they had to apply for the job and be interviewed. We asked.

Mr. J. O. TUDOR: Mr. Speaker, I will find out. What I am suggesting is that we do not want to have a "we" and

"them" situation develop in the industry. I am just trying to make sure that they have not been carefully selected, I want to make sure that they have gone through the mill, that they have applied like anybody else, but what I am concerned about is that the treatment which is being meted out to these three individuals seems to be a significant departure from the rest of the workers in the industry. And how are they going to feel in the Board of Tourism itself? How must the second level of management feel to know that their boss is worth \$100 000 more than they? Do you mean they are not even worth four numbers? The disparity is so great. How must they feel, Mr. Speaker? The boss is working for \$100 000 more than you and then he is giving you instructions to do the work. How would you feel, Mr. Speaker?

When one of the applicants was interviewed he was asked if he had ever managed a big corporation before and he said there was no need for him to manage a big corporation because he would only have to manage four people. Do not ask me how I know that, Mr. Speaker, but do not doubt me. When I tell you that is what the applicant said at the interview, I know, but I will not tell you who told me. It is a fact that people who were interviewed said quite clearly that as far as they were concerned they were not managing a big corporation, they were managing four people, so it is clear that the intention will be one where various people will be given directives, and the boss is working for \$100 000 more than the people to whom directives will be given. How must you feel, Mr. Speaker?

We are talking about morale. Morale is very low already, Mr. Speaker, and there is a lot I want to say that I know is happening at the Board of Tourism, but I am not going to say it yet, I am going to wait because it is going to manifest itself properly sooner or later. The staff can take so much and no more, and they will speak. We do not want any of them victimised and I am not going to single out anybody in this debate, because when the picture is being painted that all is well and all is rosy and everybody is happy, Mr. Speaker, I am telling you that we need to check it out. The Honourable Minister did say in a debate in here that the whole lot of them needed to be got rid of and she said today in this debate that a whole review has been done of all the staff...

Aside.

Mr. J. O. TUDOR: ...or of the Board and that there will be no more square pegs in round holes, so there will be all kinds of shuffling - no pun intended, Sir. I expect there will be some changing around at the Board and we have to make sure that those persons are not treated badly. Mr. Speaker, we are talking about persons who have made serious sacrifices and you are talking about the Lotto/Olympio high flyers making sacrifices, but the

sacrifices that have been made by the existing staff are numerous. Many of them work way beyond the call of duty for a pittance, for nothing. I have seen them myself. I have had an integral relationship with members of the Board and I know the kinds of contributions they have made, not for these kinds of salaries that people have made sacrifices for, so we have to be very concerned about the morale in the industry.

Mr. Speaker, if you have three people who are happy and 19 999 unhappy because their salaries do not make them happy, how can you expect morale to be high? The tourism industry is so brittle that you need all Barbadians, and that is the theme we are on. "Tourism is our business: let's play our part." Are you going to feel to play your part when three people out of 20 000 are enjoying those kinds of fruits, those kinds of prizes for their sacrifices?

Aside.

Mr. J. O. TUDOR: Mr. Speaker, I sat here and never said a word. I listened carefully.

Aside.

Mr. SPEAKER: Please, please.

Mr. J. O. TUDOR: So, Mr. Speaker, let us understand that these changes and the kinds of salaries that have been put in place by this Barbados Labour Party administration will bring moral decay to the industry. There is going to be an upheaval with the negotiations and the Unions. I am clear and satisfied in my mind that the Unions as of tomorrow, or as of midnight tonight, will start the process of negotiating salaries for the rest of the workers that are in sync with salaries that have been set today in this Honourable House of Assembly. It is only natural progression that they do that, because if the Unions do not stand up on the side of the workers and make sure that the salary levels are flowing - because they have given up a lot in the past, they have given up their time, their families, they have worked very hard and they need to benefit...

Aside.

Mr. J. O. TUDOR: Even that. The Chairman of the Board, everybody contributed under the Democratic Labour Party's regime. It was a national effort.

Aside.

Mr. SPEAKER: Please, please, please. Would the Honourable Member please desist from shouting across the Floor? Let us hear the Honourable Member. Continue, please. 4.20 p.m.

Mr. J. O. TUDOR: Mr. Speaker, I appreciate your objection because we really need in this House to be able to debate without this kind of intervention. We are all elected Members in here and this constant cross talk will not deter me. It doesn't frighten me. It doesn't take any more hair off my head. It doesn't trouble me.

Mr. SPEAKER: Just proceed, please.

Mr. J. O. TUDOR: Let us debate these issues properly.

I am saying, Sir, that the workers in this country will have to call on their trade union representatives to make sure that they are able at least to increase their salaries. It is going to create a serious problem throughout the whole system. It could have a ripple effect right through the whole system and, apart from producing results, it may in the short-term create a scenario and a labour market environment that is not conducive to productivity.

I believe, just as we waited on this side to get confirmation on the level of salaries, that the trade union movement was waiting today to get confirmation. In these matters, Mr. Speaker, you cannot speak out of turn and presume that the salaries are going... You cannot deal with rumour and all these kinds of invective that are thrown out in public. So we waited.

The Minister made a case. In fact, I applaud her for her frankness. The Honourable Member feels strongly about it and she put her case. But even though she put it in a very fine way, can you imagine Sir, if we had attempted on this side to pay the last Chief Executive Officer a lotto type salary? Can you imagine if any of us attempted to pay the former Chief Executive Officer a lotto salary? We would not have been able to walk out of these Chambers. You would have heard the worst things about us, that we are the worst kind of criminals that ever set foot in this Chambers, all kinds of things you would have heard about us, but yet the Minister eloquently put her case for the members of the high flyer team, the Lotto/Olympio high flyer team.

The Honourable Member put an admirable case for them, but it is going to have ripple effects throughout the system and, apart from creating goodwill, I am sure that we may be seeing a scenario where it may in fact have a negative impact on the industry in the short-term. We will be monitoring that.

I will always, Sir, stand on the side of the workers, because throughout the industry, unless we are pulling along the workers with us, we are wasting our time on tourism development. If we have tourism for only a few people to benefit in this country, tourism will die; and

it will die under very serious circumstances because never ever in the Caribbean or within Barbados must we have a scenario where the people of the Caribbean are not benefiting from the profits derived from within the tourism industry.

We must make sure that everybody is getting a fair share of the pie. What message Sir, are we now sending to the young people of this country?

Mr. Speaker, these salaries of great sacrifice that have been put in place, what message are we sending to the young people of this country? Last year at this time we had a Chief Executive Officer in place working for 3 times less than what has been proposed today in the House of Assembly. That gentleman holds a Masters degree in tourism, a very brilliant and articulate individual. I have worked with him for 5 years and I challenge anybody in the Caribbean to be more qualified and equipped than that same Chief Executive Officer.

We have said to our young people in this country, if you want to reach the top, you have to go and learn, you have to progress in studies. You have to beat books, get licks. Poor people have said to their children over and over again, if you want to get somewhere in life go and learn.

Mr. Speaker, here we have a living example of a person, an ordinary Barbadian who has gone to learn, prepared himself at the highest level in this country - he has never done anything wrong - took a programme through a structural adjustment period when the country was in crisis as a result of the international recession. This man stood the test of a difficult situation, produced results, manifested in the Central Bank Report of 1995, not one prepared by the Democratic Labour Party, and yet the message that we are sending to the young people is that he had to go because he was no good. Why, Sir, in 1995 are we getting caught up in this web, when the members of the Government are claiming that they don't want to get involved in this kind of exercise?

Why must we not use all of the expertise that is available to this country? What message? I am concerned about it. We are talking about morale building. If we are going to say to this country, "Look, let us have our people educated", they must see, and they are going to read the signs of how you are treated when opportunities are available to you and you are kicked out. What are you learning for? You try for excellence and then you get an excellent lash in your skin. What are we saying?

A whole Government had to come down because we gave a black man a job. A whole Government had to come down. Nothing else. It had nothing to do with the real situation that faced Barbados. It had nothing to do with the

programme that had been put in place by the Democratic Labour Party.

It had nothing to do with that, and we can come today in 1995 and expect a civil debate where we are going to cooperate. But I think that we still must, because this cannot go on. I think we must because it does not make sense our duplicating what was done to us. I think that that would be silly. We have to accept that the people misread the situation. It was unfortunate that all the palaver that was going on confused the real issues, because if the people of Barbados had clearly understood the programmes of stability that were put in place by the Democratic Labour Party we would still be the Government today as we will be 2 or 3 years from now, because the people of Barbados are again ready for the Democratic Labour Party. They are saying that out there already within one year of that Administration.

They are understanding day by day that the Democratic Labour Party's policies were sound and had stood the test of time and are manifesting themselves to the extent that the Government can now brag and boast that they can give Olympio-Lotto style salaries when they claimed that the Democratic Labour Party had left the Treasury bare. Wiped out in 1 year. In 1 year they were able to say to this country I can offer a salary of \$150 000. They can do it because the Democratic Labour Party has stabilised this economy.

They can do it in 1995 even though I believe that it should not be done in this manner they are able to do it. It should have been done in a manner that would not offend the majority of workers in this country. 4.30 p.m.

I am going to debate today, Mr. Speaker, my gut feelings. I am going to speak to this House and I am going to say precisely how I feel because I believe that these issues need to be put in a proper perspective, and if we can understand that we are sending the wrong signals to our children, we have a responsibility in this Honourable House to make sure that we do not confuse the minds of our young people. We must be honest with them. When they recognise that here is a person who is qualified, and is deserving of a job, we must not come and treat the individual as if he had done something so woefully wrong and now the great saviours have arrived.

Mr. Speaker, they have arrived in the same environment that has been going on for the last 20 years. They are not going to wave a magic wand and suddenly change the whole direction of the industry. It is not possible, and I hope that the perception would not be created that because you pay a man a big salary that all

of a sudden he is going to give you big results. The two do not go hand in hand at all. It might not necessarily be so.

Mr. Speaker, I need to place on record the performance of that former Chief Executive Officer who, in 1992, set up a special marketing programme which produced results in 1993 turning around a decline after the Gulf War period and continued to produce more results well into 1994. When the Barbados Labour Party took over, he had effected growth in the industry. He effected excellent growth in the United Kingdom, in Europe, particularly in the German market, in the Swedish market, in the Finnish market and in the South American market. These are the same areas where the Minister today identified that the thrust of her Ministry will be. There is no change. This position was progress by the former Chief Executive Officer. What the Minister is, in fact, now doing is seeking to consolidate on the growth that has already been set in motion by the former Chief Executive Officer. That is where we are today. But, Sir, instead of this administration, this current Government, holding the hands of the technocrats that are of that quality, we had that individual being pressured out of office with the help of the new President-to-be.

Mr. SPEAKER: The Honourable Member, please. You have given assurance that you will keep the debate at a certain level, please.

Mr. J. O. TUDOR: but I did not think it was offending anything. I am stating the fact.

Hon. Miss B. A. MILLER: Mr. Speaker, on a point of order. I would ask for those remarks to be withdrawn.

Mr. SPEAKER: The Honourable Member, please. Let us keep it on a level. I think you must withdraw those remarks about the President pressuring somebody out of office. Please. Let us withdraw the remarks and proceed, please.

Mr. J. O. TUDOR: Mr. Speaker, I am not quite clear what I have to withdraw.

Mr. SPEAKER: You stated that the President pressured somebody out of office.

Mr. J. O. TUDOR: Mr. Speaker, let me put it in another way.

Mr. SPEAKER: Could you withdraw the remarks, please?

Mr. J. O. TUDOR: I will withdraw those remarks that you deem not to be in order but what I said was that the new administration pressured the former Chief Executive

Officer out of office with the assistance of the now to be President of the BTA.

Mr. SPEAKER: No. The Honourable Member, I am not going to accept those remarks. You are making a serious imputation. Could you withdraw the remarks and let us proceed, please?

Mr. J. O. TUDOR: I am not quite sure what Standing Order I am breaching, but I respect your judgment, Mr. Speaker. If you are suggesting that I withdraw them I will withdraw them and put it another way.

Mr. SPEAKER: Withdraw the remarks and let us proceed, please.

Asides.

Mr. SPEAKER: Please, please, let us continue orderly. We are still here following the Standing Orders of the House, so let us proceed.

Mr. J. O. TUDOR: It is a moral point I am making. I am suggesting that the new President-to-be was a member of the Board as Deputy Chairman...

Hon. Miss B. A. MILLER: Mr. Speaker, on a point of order. The Chair has ruled and the Honourable Member is seeking to argue with the Chair.

Asides.

Mr. SPEAKER: Honourable Members, please. Could you withdraw the remarks and let us proceed, please?

Mr. J. O. TUDOR: Is that acceptable, Mr. Speaker? I think you understand...

Mr. SPEAKER: Have you withdrawn the remarks?

Mr. J. O. TUDOR: Yes, Sir. I withdrew the one before but I put it in a different context now. Which one you want me to withdraw?

Mr. SPEAKER: I want you to withdraw the last words.

Mr. J. O. TUDOR: Mr. Speaker, I am not quite sure what you want me to withdraw. For the record I would hate to say that I withdraw the remarks and then find that a whole set of relevant information that I have put on the record of the House is just removed. So I want to be clear in my mind precisely what I have to withdraw.

Mr. SPEAKER: I am saying you....

Asides.

Mr. SPEAKER: Please, please. Honourable Members, please let us continue orderly.

The Honourable Member for St. Michael East I am asking you to withdraw the remarks where you stated that the new President was a member of the Board and he in some way was associated with pressure which was exerted by the Government.

Mr. J. O. TUDOR: I withdraw those remarks, Mr. Speaker.

Mr. SPEAKER: Proceed, please.

Asides.

Mr. SPEAKER: One minute before we move on, please. The Honourable Member for St. John and the Honourable Member for the City, you are interrupting the Business of this House, please. Let us continue.

Mr. J. O. TUDOR: Mr. Speaker, I do not want to dwell on it but I think it is important for the record to make the point...

Asides.

Mr. SPEAKER: Please, Honourable Member. Could you continue, please?

Mr. J. O. TUDOR: Mr. Speaker, these are the problems we have when we are debating. When the Honourable Member was speaking we all sat quietly. Nobody disrupted her. She said provocative things. We listened to them and we must be free to say things how we see them as well.

Aside.

Mr. J. O. TUDOR: I am not telling any lies. I am trying to be very...

Aside.

Mr. SPEAKER: Please, please. Will the Honourable Member stop interrupting the Business of the House, please?

Mr. J. O. TUDOR: I am making a point because, Mr. Speaker, we are talking about morality, and the question of morality, transparency and accountability must be clearly understood. We must understand that the members of the Board, not under this Minister, but it is my understanding on good authority that great pressure was brought to bear on that former Chief Executive Officer which forced him to resign, and the new President-to-be was a member of that Board.

Hon. Miss B. A. MILLER: Mr. Speaker, Sir, I am on a point of order. This is speculative and casting aspersions against people who have not been properly named in here and who cannot come in here to defend themselves. I am asking for those remarks to be withdrawn.

Mr. SPEAKER: The Honourable Member, all you have done is to repeat...

Mr. J. O. TUDOR: Is it not a fact that he was a member of the Board? Did I say anything that was wrong? Did I say anything that was not true?

Mr. SPEAKER: The Honourable Member please, please. Whether it was a fact that he was a member of the Board or not, this House is being conducted following the Standing Orders as guidance. You are contravening Standing Order 28(10). Could you withdraw the remarks and let us proceed, please?

Mr. J. O. TUDOR: Mr. Speaker, those are all facts. The industry is important to...

Mr. SPEAKER: Withdraw the remarks and let us proceed, please.

Mr. J. O. TUDOR: I have withdrawn the remarks, Sir.

Mr. SPEAKER: Proceed.

Mr. J. O. TUDOR: Mr. Speaker, I think Barbados needs to forget about that whole scenario. Let us now look at what we are going to get from these new Lotto-Olympio style high flyers. I want the public to understand, and I will assist the Government in this regard, that they cannot come into the tourism arena and just simply wave a magic wand and overnight repair the entire hotel plant which is in dire need of repairs and, in particular, at the lower end of the tourism plant. There are several properties from mid range down that need to be assisted, and certainly this new dream team will not be able to come and wave any magic wand and just simply repair that plant. They certainly, Sir, cannot wave another magic wand and automatically bring new airlines into Barbados. 4.40 p.m.

Both Ministers of the Barbados Labour Party administration alluded to the point that their administration will address the problem of airline seat capacity into Barbados. The Honourable Member for St. Joseph who was the then Minister of Tourism, he indicated in his short term of office that the winter of 1995 was looking a little brittle and that he would have to put plans in place to make sure that there were new air services into Barbados during

this year. He said that the summer was looking soft but he would also put arrangements in place to make sure that the summer schedule was secured.

I have not heard any report as to exactly what was put in place in terms of new airlines coming into Barbados. I am not aware of any, but the Minister in her presentation did not identify new areas of airline traffic into Barbados. She passed over it quickly and said that they were negotiating but it is not an area that we can just simply believe that we can wave any magic wand and get airlines to fly into Barbados. It is a complex operation, Mr. Speaker, and I am saying that in Barbados we have had some of the most competent negotiators of our flight routes in and out of Barbados and within the region.

We have had very, very skilled negotiators. I would not call their names, who over the years have found it extremely difficult to interest scheduled carriers to come into Barbados because of the overheads and the fact that the payload on scheduled flights must be maintained over at least a 60 or 70% level so that they can maintain the operation. In other words, Sir, the break even point of an operation, one leg in and out of Barbados, must yield at least 70% of the payload to make sure that the operation remains viable.

In a modern world none of the multi-national corporations, big airlines, hotels, conglomerates *et cetera*, none of them, are into the area of throwing away money foolishly. They are into the area of profit maximisation by trimming their operations to the extent that they can maximise their profits while at the same time trimming down the operation to operate on pure needs. As a result of those strategies in terms of having to attract new airlines it is very difficult to negotiate with airlines and in that regard serious emphasis must be placed with our local airline BWIA because I think that BWIA in all fairness has a responsibility to this region. Certainly they make an enormous amount of profit using the Barbados hub. In this regard I think that heavy emphasis will have to be placed in a joint operation with BWIA to make sure that they are encouraged to build up their traffic loads of visitors to the island, apart from the ethnic travel that they presently enjoy. I think that some emphasis has to be placed with them to make sure that they are able to assist Barbados in bringing new seat capacity to the country.

The dream team, Sir, they are not going to be able to come into this industry, wave their wands, even though they are very highly paid and we must expect a lot for our money. We have to get a lot out of it. We are not going to give talk and we are not going to accept just statements or we are not going to accept them appearing in a newspaper addressing a group of travel agents because that used to be

done by the Chairman of the public relations committee. It does not need a Chief Executive Officer to do that. We are going to expect results, Mr. Speaker, from the new lotto high flyers. We are going to expect from them, Sir, an increase in the arrival levels of long stay visitors immediately.

When the Democratic Labour Party took over in 1986 we could not waste any more time. The economy of Barbados was in serious trouble and was in need of resuscitating very badly. The Honourable Member for St. Michael South Central gave some medicine in 1986 which triggered the economy, a good feeling was created within the community. As a result everybody started to bubble. It is unfortunate that he squandered it a bit in 1987 but in 1986 I have to give him credit for having created that kind of goodwill in the community. I believe, Sir, he is still rallying on the 1986 performance but he has somewhat placed the 1987 performance in the background. He did create a feeling of goodwill at the time and that had a spiraling effect throughout the whole system.

The Democratic Labour Party in 1986 had to produce results immediately under the then Minister, the Honourable Member for St Michael West, and he, the Honourable Member, was extremely impressive with a big Board of 19 members which to some extent was a policy making board because he had representation from all over. He incorporated what this Bill seeks to] do by way of separation. I have no quarrel with the separation because it is probably more uniform and tidier to bring it in the form that is being proposed in the Bill. That is why we had changed it then but under that Minister we have to accept that that Board of 19 was a very successful Board. There were talented people on it. They gave their advice freely, they were not highly paid. They got \$100 a month for the advice and every meeting was an enthusiastic meeting. Results were achieved immediately. None of the waiters then, Sir, were paid these enormous salaries but yet people were able to produce quality work, quality advice, make serious good policy decisions, outstanding individuals in this community who did it for literally nothing, but they produced and got results immediately when we took over in 1986. 4.50 p.m.

What has happened, Mr. Speaker? If you look at the Economic Review in tourism this year since the Barbados Labour Party has taken over, I want you to look at it and I want to make sure of this. Mr. Speaker, let us look at the overview. I want to deal with tourism. Sir, as I said, this is a document produced by the Central Bank. I am not sure if it is a document of the House written September 1995. It is a public document It is the Economic Review, Sir. Tourism - this is for 1995, Sir, and I quote:

"Tourism output declined by an estimated 2 per cent in contrast to the 17.8 per cent growth experienced in the same period last year."

I will repeat it. This is what is written in the Report:

"Tourism output declined this year by an estimated 2 per cent in contrast to the 17.8 per cent growth experienced in the same period under the Democratic Labour Party last year."

I will go on: "The first half of 1995 was without the extraordinary events which contributed to the 1994's spectacular performance under the Democratic Labour Party." It is referred to in the Central Bank as a spectacular performance.

Aside.

Mr. SPEAKER: Please. Do not let us get that again. Please.

Mr. J. O. TUDOR: The Report goes on, Mr. Speaker and says:

"Long stay arrivals fell by 1.2 per cent compared to the same period last year reflecting a weakness in the traditional markets."

Now we were told in this document dated September 1995 that long stay arrivals fell again this year. Visitor arrivals from the U.S. were down again after we were promised that it would be arrested.

Now the former Chief Executive Officer arrested that decline and put Barbados on a steady growth pattern. The chart in this Report clearly shows the graph that demonstrates the growth pattern that Barbados was placed on for a period of 2 years. When the Barbados Labour Party assumed office, the graph starts to come down again. I do not know if you can see it, Sir. The graph starts to come down immediately and it is reflected in the comments. Barbados recorded its second consecutive decline during the January to June period since 1993 when arrivals from the U.S. grew by 5.9 per cent. It is the same crisis period that we are talking about when the Democratic Labour Party was taken out of office and the Central Bank can brag of a growth of some 5.9 per cent.

Mr. Speaker, this is all in the record that arrivals in 1993 from the United States grew by 5.9 per cent. Since 1988, there has been a decline in the U.S. Market and we are fully aware of the difficulties in that market with the advent of the Gulf War and the panic that set into that market where the Honourable Member today spoke very, very clearly about the strategies within the U.S. itself to

make sure that the Americans remain at home for their vacation rather than travel overseas. Only, Sir, 8 or 9 per cent of Americans travel overseas in any event. So it is a huge job to compete with the mega bucks that are available within the United States for them to market their own country. We were up against all of that yet the Democratic Labour Party was projected as a Party that had no policy, no plans, could not effect growth and yet the Central Bank in September 1995 stated differently. This was not in a period when the Democratic Labour Party was in office and we are falsifying any documents or writing it how we want to write it. This is a genuine case where the results of our policies and programmes are now being properly documented in official reports of this country.

Aside.

Mr. J. O. TUDOR: But there is a part here that I have to find. Listen to this very carefully, Mr. Speaker. Germany - the German market this year, Mr. Speaker, after 6 successive years of growth declined by 6.5 per cent as seating capacity out of Germany fell this year. The Honourable Member former Minister of Tourism for St. Joseph had indicated by way of statement that he would have put the mechanisms in place to make sure that this did not occur. But what we are seeing in the record is that after 6 successive years of growth the German market, an important market, declined by 6.5 per cent. The U.K. Market which was on a sustained growth pattern is also in a marginal decline.

Mr. Speaker, I can go on and make these points over and over again because I am satisfied that the Democratic Labour Party's policies and programmes that we put in place were correct and they increased the arrivals into this country at a time when the environment was very difficult. The Honourable Minister painted the picture of the difficulties of the international market, that is the competitive nature of it. She did a very good job this morning and I agree with her. It is very difficult out there but yet we are creating the impression that here we have now appointed high flyers and that they are now going to produce results, and all that was passed was so bad. That is the danger because it is going to put enormous pressure on the three individuals especially, Sir, if we are doing that in an environment where the rest of the workers in the industry are not happy how they too are being treated and not given that kind of money.

Because, Mr. Speaker, I will tell you something. If this country was able to pay the kind of salaries to everybody in this country and if we were able to employ several thousand Barbadians - the promise on that side was jobs, jobs, jobs and they complained that jobs were not created - how is the unemployed going to feel with so much money going to one individual even though

they have made sacrifices? Can you imagine people who have made sacrifices are still able to draw \$150 000 plus perks a year and there are so many people unemployed, Mr. Speaker? How are they going to feel? And then they are dependent for jobs on the performance of the high flyers who might not be able to produce because they may not in fact have the support of the rest of the industry who feel disadvantaged as a result of not benefiting from the kind of salaries that have been put in place. This is the point, but we are going to expect results from them immediately. Because the Democratic Labour Party came in 1986 and we had no time to waste since the economy was in a serious state, was in a shamble and we had to rescue it with emergency measures that continued right up to the 1990 period. I am saying to this day that if we did not have the advent of the Gulf War in the 1990's, because that trouble started brewing from August 15, 1990 and the fears and the panic started to set in and it seriously disrupted overseas travel out of the U.S. Market, and even though we had to go through all of that we were still able to pull this economy out of a very difficult period.

I will not deal in this debate with the misinformation that was put over about the devaluation and the Barbados dollar. As I said already, it caused panic unnecessarily in this country. I am not going to deal with that in this debate. I will leave that for a finance debate but we grappled with a very difficult competitive market in the 1990 period right through to 1994 and produced results. So these high flyers on these high salaries must produce results immediately.

Aside.

Mr. J. O. TUDOR: Now, Mr. Speaker, Sir, we are going to have to find out if the high flyers, the Lotto-Olympio styled high flyers are going to wave their wand and automatically create and solve the problems of the sewage problems of this country which are very fundamental to the development of the tourism industry. 5.00 p.m.

The Minister spoke at length about her dream, then we went through the afternoon dazed about the dream that she has for Bridgetown, Bay Street and so forth, but what the Minister did not say was that the sewerage project that was negotiated by the Democratic Labour Party is so vital to new development in the industry that before we can think in terms of new development all up the Bay Street coast we have to put the sewerage project in place. New development will be very difficult unless we are able to have the infrastructural changes in the physical plant. To ensure that health standards are maintained in this country, we have to put those things in place first. So we can daydream away all of those plans until the sewerage plants on the south coast and on the west coast have been put in place. It is a question of money. I do not believe that the

present administration has unlimited funds that they can just simply, at their whim and fancy, say we can do this. It would be ideal. What the Honourable Minister was saying is laudable and it would be ideal if we could achieve her dream. It is a very nice dream, she took us to the airport and all, Sir, where she dreamt of a high rise car park. It is a nice dream, but it did not relate to the present economic environment in this country. Mr. Speaker, Sir, it just did not fit in with what is affordable for the economy of Barbados at present.

It sounds good to say we are going to be doing all these things, these are the plans, but the public of Barbados do not want any more talk, they want results. The public of Barbados want to know how they are going to buy food tomorrow. They are not interested in development plans that may take 5, 10, 15 or 20 years. We may all be dead before the dream is achieved. It is not a bad dream, it is an adventurous dream, but what we must not do is to allow the public to believe that all of a sudden these things are going to happen, when we know that they cannot happen because the physical infrastructure is wrong. The physical infrastructure has to be put in place first, and it will come at a cost, and you know the cost involved.

I remember well being pilloried in this House by the Honourable Member for St. Thomas and the Honourable Member for Christ Church South when I suggested that some of the funds that were being held by the Waterworks at the time in Government debentures and treasury bills were to be earmarked to go towards the contribution Barbados had to make with the international agencies for the advent of the sewerage project. I was told then that I should have bought pipes for the drought that was prevalent in 1994, that my priorities were wrong, that the Government's priorities were wrong and all these kinds of things that we were blamed for.

Mr. Speaker, it is important for me to say this, because we have a new team coming in and the impression is being created in this country that all of a sudden they will be able to wave the magic wand, but that is not possible, and we must look Barbadians in the eye and tell them what is possible and what is not possible. We cannot carry them on a dream, dreams do not go to the supermarket, dreams do not buy corned beef, dreams do not buy anything. I have dreamt on about 100 occasions that I won the Lotto, but I wish I were a member or a chief executive officer, because I would not have to dream, I would cash one every year. I could carry that to the supermarket. I could carry those salaries to the supermarket, but the people who are unemployed in this country do not want to hear about any dreams, the people in Barbados want results, they want jobs and they want them now, and the tourism industry, quite correctly again identified by the Honourable Minister is an area in

which we can generate significant employment But the people want direct jobs, they want direct programmes that will involve them.

Speaking on that note, I must reflect briefly on the fact that in the industry today a significant amount of the profit that is derived from the Barbadian product is being meted out to overseas interests by way of commissions paid to people who are assisting us in the marketing of the Barbadian product. I have no quarrel with that, because those tour operators who have assisted Barbados in getting where we are have played a significant part, but what we should be doing, and what I expect the high flyers to do, is to encourage small, black Barbadian or small, Barbadian enterprises to develop to the extent that they can walk hand in hand with the overseas tour operators to make sure that some of the profits that are now leaving our shores by way of commissions remain in Barbados for future development.

These are the kinds of areas we need to focus on and I expect that the role of the new Lotto-Olympio style high flyers will be one to assist in building a relationship with the existing tour operators so that we can have a Barbadian group of people who will emerge in unison with the prevailing tour operators to make their contribution to the proper development of the tourism industry. I know I will be at one with the Minister on that and I think every Barbadian must understand that money is being made off the Barbadian product today, as last year, and ten years ago, so we must now make sure that mechanisms are put in place.

We have a large contingent of Barbadian nationals in the United Kingdom, in Europe, many in Germany, I have met some in Sweden, certainly all over the Caribbean, who have developed themselves, they have capital, they have money, they are looking for areas in which to invest. I heard the Honourable Minister refer to investment within the Ministry, but I am unclear as to what she is doing, because on one hand she is talking about the BTIC doing the investment and then on the other hand she is telling the whole of Barbados that the Tourism Authority high flyers are going to have to produce revenue and the Tourism Authority will own assets.

Aside.

Mr. J. O. TUDOR: I have no problem, but both the BTIC and the BTA now have to earn money and to be involved in this business of investing and so on, so I do not know if it is a cross over. It is a style, but I am not quite sure what you are trying to achieve. What we expect of the new high flyers is that they must assist in the development of Barbadian entrepreneurs who will be able to assist in the marketing of Barbados, derive profits and make sure that

those profits are spent for the continued development of the plant in Barbados.

Mr. Speaker, as we project into the 21st century, if we continue on the present trend we are going to find that 10, 15 or 20 years from now we are going to still have a high level of young people in this country unemployed, so we have to address our policies as they relate to tourism in the interest of the masses of people in this country. 5.10 p.m.

Every single issue that we involve ourselves in must be examined to say how can we spread some of this pie down to the masses of people in this country. Every single initiative must take into consideration that there are hundreds of people out there who are unemployed, who are placing great pressure on the Welfare Department, and have consistently done so. They don't feel good doing it. They want to work and a lot of them are trained people. We have university graduates who are unemployed. We have several people with "O" levels and "A" levels who are unemployed. All of this has happened in the last 15 to 20 to 30 years, Mr. Speaker.

Unless we are able to access some of the profits that are available from tourism, we will not be able to accumulate the mass base of finance capital so that we can pull them into the system. We have as a matter of policy to find a way to accommodate Barbadians into the system.

Mr. Speaker, I think I have made the point that we are expecting a lot from the new players. As I have said before, many people have contributed to the development of the Barbadian tourism product on small salaries and have gone beyond their call of duty. I am suggesting to this Honourable House, Mr. Speaker, that special credit must be extended to the present staff and those that have retired before them for taking the tourism industry over the \$1 billion mark as was confirmed today by the Honourable Member.

A lady, as I indicated to you in my note to you so that I do not offend section 28(10), by the name of Mrs. Pat Nehaul, who worked her way through the industry tirelessly, worked very hard, on a very basic salary, without a car. When we were in the structural adjustment mode Mrs. Nehaul produced serious work. She is a lady who has made a great contribution to this country without a car. She was not a high flyer, Mr. Speaker.

Aside.

Mr. SPEAKER; Please! Please!

Mr. J. O. TUDOR: Persons of the like of Pat iNciiaul had to produce for this country, not as a high flyer,

and produce results. I don't believe that she has ever been properly congratulated.

We have had outstanding Board Chairmen in the past, and I, too, would like to compliment my colleague, Cleveland Mayers, who took Barbados through a very difficult period. He gave his life, almost, to the development of the tourism industry. He committed his work... He worked tirelessly hard as a chairman and the point that I must make is that he did it at a time when his fees were reduced from \$900 a month to \$450 and it didn't stop him from still contributing to the development of the industry.

He was the Chairman when record results - he and Mrs. Nehaul were the persons in charge of the network - were achieved in this country and they were not achieved by them just waving a magic wand and hoping that things would happen. They went straight to the core of the problem, plucked out new business, went after it in an aggressive style and the only thing that stopped them really was the advent of the Gulf War. I say that that played a significant part in the minds of the industry as we went into the early part of the 90s. That was the reason.

That Chairman was able to negotiate agreements with Air Tours and recently, before he left office, with Maarten Air. All of this was done without recognition, Mr. Speaker. He was not a high flyer. He, Minister Taitt, the former Minister of Tourism during the period 1986, all of them, negotiated air agreements that proved to be beneficial to the development of the tourism product.

Mr. Speaker, what is ironical about their performance is that it was done at a time when Eastern Airlines pulled out of Barbados because of economic crisis. Pan American pulled out of Barbados because of economic crisis. This was a time when results were still being achieved and this is what was happening which was outside the control of these persons I have mentioned. This was not within their control. This was all part of the international recession that had set in and had a tremendous impact on the Barbadian product.

Condor stopped coming to Barbados for some time. Caribbean Airways fell through. American Airlines reduced their direct flights from New York, as a result reducing their seat capacity. This was not a pleasant environment for those persons to work in. Every day, they sat at meetings and day after day there was another crisis. Day after day, they were involved with crisis management. Barbados has not recovered. In fact, the Caribbean has not recovered. The world has not recovered. The United States' economy is in trouble. The European economies are in trouble. They are now emerging again.

We are a micro-state so this is not something that we must ignore. These are contributions that were made with a man working for \$450 a month, \$112.50 a week and contributing significantly and giving up a lot. You talk about making sacrifices? These are people that made sacrifices to the extent that it had an impact on the substantive jobs that they held.

They have made serious contributions to development and it must be known. In the midst of all of this, up came an advisory about crime to create the impression that Bajans "thieving bad" all about This was not true, Sir. It was an unfortunate advisory. We have had crime which is no more or different from any other part of the world. What happened is that everything that happened in Barbados during that period the then Opposition blamed on the Democratic Labour Party. We were responsible for everything that was negative but, today, if a man gets his head cut off or if somebody dies in an unfortunate crime there is no problem with that. The Attorney General fixed it Crime has automatically gone down. Nothing bad happens anymore in Barbados. Get rid of the Democratic Labour Party and there will be no more crime! It is foolishness! A total misconception that was propagated in this society.

That sprung up in the midst... I believe, Sir, that it had an ulterior motive behind it. It didn't happen anywhere else in the Caribbean. Crime in Barbados was not at a critical point, but they had to perform and produce results in a hostile environment We are thoroughly grateful to them on this side of the House and I hope that the day will come that they are properly honoured in this country and properly recognised.

Mr. Speaker, we have to turn our attention to the area of the workers in the industry. We have noticed, and the Honourable Minister spoke today and so indicated, that there will be new projects in St. John. I cannot recall the exact name of the new plant but she said that Barbados was being advertised in Washington and that Sunbury was featuring but, unfortunately, it was false advertising because Sunbury has burnt down so that ad should be pulled. We should not project false advertising. 5.20 p.m.

The comment was made about the new investment I made a note. There were so many notes to make as the Honourable Minister was speaking. I cannot find the exact note, but the Minister did allude to the fact that the Government was, in fact, attracting new investment.

Aside.

Mr. J. O. TUDOR: The Minister did indicate that Government was, in the process of providing

concessions to a new investment for big business people in St. John, and it had a relationship with Villa Nova.

Aside.

Mr. J. O. TUDOR: That is why I wanted to find it because I did not want to misquote you. You said that it would attract big business people or something like that....

Aside.

Mr. J. O. TUDOR: this is what the Minister said "up market business people". She said that investors are approaching Government and they are in the process of giving concessions *et cetera* that would attract up-market business. She spoke about the marina and things like that. She said that investors were knocking on her doors and that Government was considering giving concessions *et cetera* so that we would attract this kind of investment.

What is disturbing about it though, Mr. Speaker, I have no quarrel with the concessions being granted as the Minister outlined in her policy and I have no problem with the concessions being granted to those investors, is that I have a problem when the Government of the day seeks to give concessions for transportation vehicles when that area should be left for small entrepreneurs in this country.

Aside.

Mr. J. O. TUDOR: I mean taxis and so forth which will be used to transport people from the hotel to the beach because the project is in St. John and will necessitate significant travel once it gets on stream between point A and point B to Sherbourne Centre where they are going. It will necessitate a lot of travel.

I notice, Sir, that concessions are being granted, as indicated in public reports from the Prime Minister's office, for persons to operate big vehicles for the transportation of people to and from the beach, to and from Sherbourne, or wherever they are. The hotel owners are getting the concessions, the first time in the history of Barbados, on their vehicles so that they can put in these kinds of vehicles that would take away business that should normally go to the small business people.

If you are in a new marketing mode, or you are in a new productive mode, or you are in a new drive in tourism, you have, as I said earlier, to pull along and ensure that the proverbial small man is able to access a part of the transportation pie. That is why I am personally against the domination of that sector by large vehicles which seek to deny smaller operators an opportunity to share in the pie. It is a philosophical policy position I have, and is part of the policy of the Democratic Labour Party and I have been abused for it I have been publicly abused for it but I stand

by my philosophical position. I will always stand on the side of the small man in these regards.

Mr. Speaker, I will now look at the vendors. The vendors in this country are being moved left, right, back and forward. The vendors are being shoved all around, left, right, in the-back of you, Mr. Speaker, all over and in front of you, Mr. Speaker. I have no problem with that, but what I will give the Barbados Labour Party credit for is for having introduced the Vagrancy (Amendment) Act which, to some extent, put the fear of God in the hearts of vendors in this country. Since this House passed that legislation, I have heard reports from some people that they are afraid even to talk to certain people.

Mr. SPEAKER: The Honourable Member, let us stick to the Bill before the House, please. If you are going to make your reference just make some connection and let us go on, please.

Mr. J. O. TUDOR: Mr. Speaker, I am talking about vendors in the tourism industry.

Mr. SPEAKER: I am just trying to ensure that you do not go down a certain line. That is all.

Mr. J. O. TUDOR: The vendors like to interact, Mr. Speaker. They buy clothes, necklaces. I am speaking about the vendors in the industry and they are an integral part of the tourism system so, Mr. Speaker, I hope that you would not join with the administration in excluding them. If you are not excluding them from the debate, I must be able to talk about them because I see them as part of the tourism industry.

Mr. SPEAKER: As long as you make your connection, there is no problem. Let us proceed.

Mr. J. O. TUDOR: I know you would not want me to exclude them from the debate.

Mr. Speaker, the hotel workers in this country have been placed on productivity bonuses, some on a 2-day week, some on a 3-day week, some on 4 hours, some on half hours, 2 sessions a day.

Aside.

Mr. J. O. TUDOR: No. They are not Lotto high flyers. They get \$20 a week and they go and spend half trying to win the Lotto. That is what they do.

Mr. Speaker, I notice in this Bill before us today that there is an omission that seeks to talk about the training. It is not clear.

Aside.

Mr. J. O. TUDOR: It has been taken out I notice that it is now an omission.

Aside.

Mr. J. O. TUDOR: I just want to be sure that it is not being discarded, but it has been taken out of this Bill.

Hon. D. A. C. SIMMONS: On a point of order, Mr. Speaker. Let me just explain to the Honourable Member. That provision that existed in the 1993 Act which spoke of training as a function at (g) "to provide or assist in the provision of training facilities for hotel staff or persons providing services in tourism and related industries" is no longer part of the new legislation. It is deliberately taken out. It is not an omission.

Mr. J. O. TUDOR: Mr. Speaker, I thank the Honourable Attorney General for his explanation. It probably would have been appropriate if the Minister had explained it but the Minister did not explain it.

Sir, training for hotel workers is an area that we must not tamper with in anyway. I think that Barbados can boast today of having a very well-trained and efficient group of workers in the industry, but we must be careful that we are not sending the wrong signals to them by denying them improved working conditions and salaries as a result of the tone that has been set today. They are going to be expecting that things are well. The country has improved. We are now able to afford these kinds of salaries and that Barbados is looking up. This winter season looks rosy because many of the other Caribbean islands have been devastated, to some extent, by hurricanes earlier in the year and a lot of the visitors seem to be diverted to Barbados so the hotel workers should be able to look forward in this new environment to increased wages and better working conditions. They must be able to look forward to that.

The Hotel School that is contiguous to the old Marine Hotel, that new school, is a magnificent building. It is a project that was conceived under the Democratic Labour Party for the workers in the hotel industry and I really would like to make sure that proper use is made of that facility that was conceptualised again under the Democratic Labour Party administration. It is almost coming to the point where I think they will be taking bookings from this winter season and training will be progressed in earnest, I hope, because it is now being finalised under the Barbados Labour Party administration. 5.30p.m.

It was a project that was properly conceived under the Democratic Labour Party at a time when the structural adjustment programme had set in, life was difficult, new ideas had to be created and these are the kinds of ideas and

policies and innovations which we see emerging out of the objectives of the Democratic Labour Party's administration.

We were abused for it. We were abused for putting a hotel plant in place that is now beneficial to the workers. Mr. Speaker, I want to claim it as a Democratic Labour Party project and place it as part of the outstanding record that we left when we left office.

The airline workers in this country today, Mr. Speaker, many of them talk to me, their man hours have been significantly reduced. Temporary staff is being employed and I mentioned earlier about the new management style of trimming to the bone our profit maximum and using the strategy of profit maximising the operations. It is a strategy that is a safeguard to make sure that heavy losses do not occur in their particular operations and the airline workers in Barbados are being affected by it.

How are they going to feel, Mr. Speaker, when they are being put on short pay, four hours, two hours, temporary status, insecure positions, they cannot project their future properly but yet this is a problem that we have in the airline industry. We are going to have to address how we deal with it. We have got to set some deadlines. The trade union movement again will have to spend time addressing the airline workers and their problems.

The NCC workers, Mr. Speaker, were promised a lot by the administration. When the administration took over in 1994 we were told that there were going to be a number of jobs created, 30 000, of which a large portion of them would be employed with the NCC and that workers at the NCC, as was propagated during the last election campaign, would be properly placed on 5-day work week. One year has gone and my understanding is that very shortly we may see a situation where some of those same workers, and in particular the ones from St Joseph, will be going home and maybe a new crowd will come on.

Aside.

Mr. J. O. TUDOR: That is my understanding. They are contributing to the tourism plant. All of these workers, Mr. Speaker, have made significant contributions to the tourism plant. Can you imagine in Barbados where the beaches are not kept clean and lily white? That is one of the selling points of this country. Can you imagine if we did not have NCC workers and the beaches of Barbados were black and full of garbage? Well I notice that some of them now are building up garbage on them and I have been wondering what is going wrong.

I have noticed dead dogs all across the highway all of a sudden. I do not know if it is significant but there are

a lot of dead dogs across the highway. The beaches are dirty all of a sudden.

I notice, Sir, that right near by one of my homes at Long Beach the beach is very dirty. I have never seen it so dirty. The bush along the highway would take some cleaning and what is passing strange too, Mr. Speaker, is that in this financial year, with all the rain that we have had, no contracts have been given out to clean the wells and a lot of wells in Barbados are clogged up and this is at a time when Dengue Fever is rampant. Water is accumulating, mosquitoes are breeding and they breed very fast, all of this may have an impact on the tourism industry. The NCC workers are working under great stress and are doing a good job. We would like very much since there is now an abundance of money available that there must without delay be returned to five-day week. Money in the place, Mr. Speaker, a lot of money, lotto type style money is now in the place and they must demand part of the pie.

Mr. SPEAKER: Please do not let us start that up again. Please. We are going very well. Let us continue.

Mr. J. O. TUDOR: Mr. Speaker, all of these workers have made significant contributions to Barbados on very small salaries, but they have still produced for Barbados on very small salaries so I have to indicate that we in this Honourable House today are on the side of the NCC workers. In fact we are on the side of all of the workers who will be demanding more revenue, their share in the tourism pie.

Mr. Speaker, I am going to take some credit for myself again. We recognise, in the Democratic Labour Party, the importance of all of the categories of workers to this industry. In 1990 to be precise we felt that it was necessary, in fact this is a position that was propagated by the same Chairman of the Board at the time, Mr. Cleveland Mayers. He came to me when I was Chairman of the Public Relations Committee of the Board and he said we cannot have the workers in the industry not properly respected and recognised. I, Mr. Speaker, was Chairman of the Committee that put together the tourism awards ceremony that is held every year at the Frank Collymore Hall, an outstanding ceremony that is well appreciated by the workers in this industry. Joseph Onesimus Tudor, the third, was the Chairman, so we are going to claim credit for those awards. 5.40 p.m.

There is an awards ceremony that is coming up at the Frank Collymore Hall I think within another couple of weeks and the least I expect from the Minister that she will mention Joseph O. Tudor favourably in her comments and congratulate me for having established the awards ceremony. I got one already. I got the satisfaction of seeing the Democratic Labour Party recognize and respect the

workers. That was a great reward for me because the worst thing we can do is to have a tourism industry and do not give the impression that we are respecting the workers in this country. We cannot and we must not create divisions in this society by creating a high flyer atmosphere and having the workers feel left out, guilty and so forth. They must feel totally betrayed because they expected a lot from this administration and they expected it immediately. But the record and the performance so far does not suggest that the promises that were made are going to come to fruition.

Mr. Speaker, as I mentioned before, these workers who we have to recognize that recognition might not be enough. But we may in fact have to depend on the trade union movement to defend the rights of the workers in the network to access their share of the pie. The salary tone has clearly been set and the tourism pie must be fairly distributed.

Mr. Speaker, the aim of the Barbados tourism industry as the Minister said again must focus on sustainability. All of the issues that we have discussed today must be addressed if we are to come onto the question of sustainability. All of these areas, Mr. Speaker, must be addressed if we are to go on to the area of sustainability. We cannot sustain the Barbadian product unless we are able to have a local product that can be properly sold in the market, a product that is happy, a product that is comfortable with what the administrative section of Government is doing that we are seeking to pull them along with us, and we cannot move Barbados unless we have a happy environment. There will be no joy in heaven if the workers of this country are not given their fair share of the pie. So it is a mandate if we are going to sustain development. It is an area that we cannot ignore.

Now, Mr. Speaker, I am not going to get into the business of dealing with the individual persons who are now on the team, *et cetera*. As I said, we are going to pass that. That is all passed. These persons have been appointed. They have to be given broad outlines and, as I said, we have to have results. If they fail to produce results, they will find themselves under severe attack by this Democratic Labour Party administration. Because we have been pilloried and we are not going to try to impede their progress or try to impede any of the proposals that have been put in place by the Barbados Labour Party. We have to allow programmes that are put in place by the Barbados Labour Party to stand the test. We have to allow those policies that they will put in place to stand the test.

But, Mr. Speaker, if they do not stand the test, they are going to come under a ferocious attack and we expect by 1998 and 1999 when we should be seeing the figures and where we do not see the jobs that they intended to create, we are going to raise old cane going into the next election. Because we are going to demonstrate precisely what the performance was. That is why it is important

for us today to place on the record of this House the outstanding performance of the Democratic Labour Party and make it absolutely clear that we produced results in a hostile and difficult environment where it has now improved, and all words say go. There is no excuse for failure. Money is in the bank, wages are being paid out, workers will be happy, time to go. So we will not be getting in their way, Mr. Speaker. We will allow the new policies by this administration to set in. We will let them stand the test of time.

Mr. Speaker, Sir, I want to turn my attention now to the hotel plant which has to be upgraded or which to some extent is in the process of being upgraded. The excellent foresight again of the Democratic Labour Party Administration - listen to me carefully, Mr. Speaker - under the Leader of the Right Honourable Lloyd Erskine Sandiford, the Honourable Member for St. Michael South and under the leadership in the Ministry of Finance of the Honourable Member for St. John had the foresight to allow for example the St. James Group of Companies to float their shares on the London and Barbados Markets which allowed them to accumulate the kind of financial capital which today they are using to refurbish their hotels on the west coast. They acquired Coconut Creek and have purchased. That is a fact. Mr. Speaker, I would invite all Honourable Members and this is not by way of an advertisement. This is to make a point. I will invite all Honourable Members to visit the Crystal Cove Hotel on the west coast and see what the result of that foresight has done to that property. It is a beautiful property and it is a magnificent marketing tool for Barbados. The same thing is occurring at Coconut Creek and Tamarind Cove where the same group has also bought Buccaneer Bay which is contiguous to the Bamboo Bar and the other Tamarind Cove. Then they have the Colony Club and, Mr. Speaker, I am inviting you and all of the other Members to go and see the result of the foresight of those two honourable gentlemen on this side.

Aside.

Mr. J. O. TUDOR: Mr. President, in addition to allowing those hotels to float shares on the international market like that under the Hotel Aids Act some 92 items were allowed to enter Barbados duty free under that scheme. I stand corrected on the exact amount. But I remember that significant assistance was granted to hoteliers to allow them incentives under the Hotel Aids Act which coupled with the floating of the shares on the industrial market allowed those properties to be refurbished to the extent that they are now youthful marketing tools for the tourism product. Can you imagine if all of the hotels in Barbados are able to uplift a property to that standard? I tell you this, Mr. Speaker. When these hotels are refurbished to that extent, they offer good value for money

and that is one of the key elements when you are trying to market a tourism product is to offer good value for money. The market overseas is very receptive to paying the price providing they are getting quality service and getting the kind of facilities that they think are worth it. 5.50 p.m.

You would find it strange that these new hotels that have been properly refurbished will have occupancy levels in the range of 90% and 95% consistently throughout the winter and at substantial rack rates, and you would find that properties which are much cheaper, that you can get for \$30 or \$40 a night, have an occupancy level of 10, 15 or even 20%, so we have to examine the reasons why this is happening. Clearly, the foresight of the Honourable Member for St. John and the Right Honourable Member for St. Michael South was of such that it allowed the hoteliers at that mid range to upper end of the market access to policy positions that allowed them to refurbish their properties and we are now seeing the fruits of it. I predict that if that trend is allowed to continue, and the Public Enterprise Investment Fund which was left in place by the Democratic Labour Party is used, and we find some other mechanism to finance the other properties that are straggling behind in the industry, I think we will be able to pull along the rest of the industry.

Mr. Speaker, do not fool yourself. There are some small properties in this island that are useful, because if Barbados is going to offer a range of properties, we do not want to have only one level of business coming to the island. We offer a range. The Minister today in her presentation indicated that Barbados has to focus on the wide range of accommodation it offers. The Honourable Member quite rightly, quite properly said we have to do it. I agree with the Honourable Minister, we have to do it, but they have been put to the sword because the tour operators know that their properties cannot command a price because there is refurbishment that needs to be done, and as a result they negotiate their net rates downwards, they force them down, sign contracts with them, promise them business at one price, call them the day before and tell them: "I can give you business but I can only give it to you at a smaller price, take it or leave it." Many of them are indebted to the Barbados Development Bank and are getting a raw deal.

I do not think that many of the hoteliers involved in that situation mean any ill will, or that they are squandering money, I really do not believe that. The circumstances that surround their operations are very difficult and the country owes it to them to give them some kind of an accommodation similar to the accommodation that was given to the hoteliers and the investors to allow them to float their shares on the London market and at the same time to access capital to improve their product. If you have a good product, it will always sell at whatever

price, because when you are at that level of the market where price is deemed to be very high, people pay for quality service, and if Barbados is able to upgrade its entire plant, add facilities, as the Minister said, put in golf courses and so forth, we would be reaching the stage where we would be able to offer a total quality product and we would see the boom days ahead of us.

All of the major hotels in Barbados, Sir, will benefit from those policies that were left in place by the Democratic Labour Party if they are allowed to continue, and I have seen no indication yet from the new administration as to which direction they are going in order to assist these small properties. They must be assisted.

Mr. Speaker, I spoke earlier and I indicated that the imagery of Barbados has to change a bit. What is happening today is that we have a scenario where most of the hard sell marketing of Barbados is being done by way of brochures that display hotel properties by way of a picture with printed rates, an airline seating arrangement, an IT fare or something else is attached to that. You want to come to Barbados, this is what it will cost and you can stay at this hotel. It has no pull, you are in an open field with hundreds or millions of players and it is not simply a case of just saying, this is my hotel, this is Barbados, come and go to Barbados. We have got to be creative in our marketing of this country. No longer can we simply rely on having a tourism product marketed by way of the hotel industry. We have to be broader than that. We have a magnificent cultural explosion in this country, and I would like to congratulate our own Hamilton Lashley, who is a community leader, and does more community and cultural development than the NCR Mr. Speaker, I apologise, I am referring to the Honourable Member for St. Michael South East. I withdraw the name. We have to position Barbados as a plant that is attractive and has facilities but we have to use our culture, our sports life, our recreation facilities and all of the other facilities the Minister quite admirably mentioned. She understands where we are, but I am making the point that it is nothing new. This is a point that has been understood by the Democratic Labour Party for many, many years and it is the direction in which we were going. The proof is there for everyone to see, the decisions we made, the results we have attained today, and we can marry them. We can see the results of having done this or having done that. That is the point, Mr. Speaker.

If we, for example, are going to market Barbados simply as a range of hotel properties at this price, that price or the next price, we are wasting time. I heard one of the new appointees make that point and it scared me because, if that is what that person is bringing to the industry, we have a problem, because that person, one of the high flyer team, does not understand what is necessary to market

Barbados in the future. That is what we have to understand. We have to take special events. The Honourable Minister spoke about the Jazz Festival next year. We created the festivals as well, Sir, we tried our best to create some, and they are very important: first to market the festival, then tie hotel properties to it and add services to it, but the selling point would be the activity. We can do that for cultural shows, for sports, for eco-tourism development, we can do it for anything but we can package and position Barbados. That is precisely why we get a big crowd when there is cricket, that is precisely why Sherbourne is important, because if you are having conferences... Again, the Minister alluded to the fact that, a major conference is being held in Barbados for the first time, and I am submitting that it will be held at Sherbourne, and that the reason why it is coming to Barbados is because of Sherbourne because we can afford to have it at Sherbourne which is now being used on a regular basis, although there was a lot of talk about it. If we can market Barbados using what we have here. Already, the cultural explosion that is available on this island, we can market it in such a manner as to change the imagery of Barbados so that persons in the international market do not perceive that we are either a part of Jamaica or that we are just simply a destination with sand, sea, sun, *et cetera*, and so that their work has to focus on these kinds of packaging of Barbados. I would like to see initiatives coming from the Board of the Tourism Authority assisting and developing these kinds of programmes that will not only change the image of Barbados but will directly assist in aggressive marketing and direct conversion of sales as a result of having the kind of material that will assist the country in doing that 6.00 p.m.

Asides.

Mr. J. O. TUDOR: Mr. Speaker, this is what the U.K. Delegation on their visit to Barbados said:

"On the morning of Tuesday, August 16..."

Mr. SPEAKER: What is the Honourable Member reading from?

Mr. J. O. TUDOR: A piece of paper, Sir.

Mr. SPEAKER: The Honourable Member, you will withdraw those words, please.

Mr. J. O. TUDOR: Mr. Speaker, I was told when I came into this House to speak the truth.

Mr. SPEAKER: While you speak the truth you should show a little courtesy for the Chair. The Honourable Member, what are you quoting from?

Mr. J. O. TUDOR: Mr. Speaker, I understand that it is part of a Report of the CPA, United Kingdom Branch, and it can be checked. It will be available to the House.

Mr. SPEAKER: Proceed.

Mr. J. O. TUDOR: It says:-

^MOn the morning of Tuesday August 16, the delegation was taken to the island's impressive new Conference Centre, the Sherbourne Centre, where the members were given a site tour. This was followed by a visit to the Barbados Community College where the delegation was shown the progressive and diverse facilities available to students. Although only summer school sessions were being held at the time of the visit, the U.K. members were able to gain an idea of the nature of the College and the wide range of courses available to its students."

So, Mr. Speaker, these are the kinds of statements by reputable, established members of the international society how they feel and perceive Sherbourne that was nailed to the Cross. The Democratic Labour Party was abused for it, but it has the potential to be used by the Barbados Government to assist in the marketing of Barbados. We have made that point consistently in this Honourable House and at last the day has come when members on that side are accepting that we have, in fact, done a good for Barbados by putting it in place.

There is some talk of setting up the Empire Cinema. I have no problem with that because it is an eyesore as it is and if we have a building whose complete structure is still so impressive and so on, I think we should refurbish it and make it available to the artists. Sometimes, in terms of planning events, Sherbourne may, in fact, be too big. I think we have to project the future to completing the Centre because some time next year, for example, I understand that the great Pavarotti is coming to Barbados. He comes here all the time, and those kinds of persons would certainly perform in an environment like the Sherbourne Centre to international audiences. If they only knew that he was appearing in Barbados you would be amazed, Mr. Speaker, to see the number of people who would travel miles to hear Pavarotti sing live. So we have to be forward thinking.

Mr. Speaker, the Barbados Labour Party is now suddenly realising the foresight that was prevalent in this administration. They could not see for a long time. But the rain has stopped falling, the clouds have gone away and they are now seeing clearly. You know the song, Mr. Speaker? ^MI can see clearly now the rain has gone." It is the same song.

Mr. Speaker, one area we must focus our attention on is the area of fusing the visitors with the local people. Right now in Barbados there is a tour company that is developing an interesting tour package where they are encouraging visitors to leave their hotel rooms and go for a day or night out into communities. It is an excellent tour. I have gone on that tour and I have seen the benefit of having visitors and locals interacting with one another in a village setting. It is a lovely experience. It is a beautiful experience.

My only problem, Sir, in having gone on that type of tour is that I myself do not drink alcohol at all. I do not drink rum so I cannot say that I fully enjoyed the tour. But I witnessed the interaction of visitors and locals and it was a wonderful experience, and we must not be afraid to be creative and to continue progress with these kinds of activities. It has a lot of goodwill and will bring a lot of good feelings back into the industry if we are able to achieve it. We have to be careful who go on those trips. That is all I would advise.

Mr. Speaker, in summary, this country Barbados must not go into the 21st Century unless we correct these anomalies. We, as I have said before, have to use the combined efforts of our national Barbadian people, both at home and abroad, and our own local tourism entrepreneurs to generate this new business for our sustained development. Huge profits, as I said before, are being meted out to foreign interest who then do not re-invest those profits in the development of the Barbadian product. We have to secure our future and we cannot do so if these huge profits continue to leave these shores.

The Barbados Labour Party, Mr. Speaker, has put policies in place. I am satisfied, to some extent, that the dream policies are not possible, the dream policies that were outlined today during that afternoon period when we were all almost put to sleep with a fantastic dream. I am not so sure that they are realistic and that they touch base with the workers in this country.

Aside.

Mr. J. O. TUDOR: I am talking about the dream policies that were outlined by the Honourable Minister. I am not talking about the policies. I outlined clearly the policies of the Democratic Labour Party and I demonstrated during the debate the success of those policies. I am speaking specifically about the mid-section of the presentation of the Honourable Member for the City, Minister of Tourism. The dream that she presented for Barbados is not possible. We do not have the financial resources to accomplish that dream. It is a nice dream. It is an adventurous dream but it does not relate to the practical environment that we find ourselves in.

The Democratic Labour Party remains the only party with an outstanding tourism record in that every time we have held the reins of Government we have had an outstanding record to show to the public. Every time the Barbados Labour Party takes up the reins of Government, from the very night that they won, bad weather set in - lightning, thunder, winds, this year hurricane after hurricane, record hurricanes buzzing all around Barbados as soon as the Barbados Labour Party takes over, hurricane after hurricane.

Mr. Speaker, my concern though is not in 1995 because the hurricane season - October, all over. My concern is for 1996 because hurricane No. 1 next year - and I am going to issue an advisory - is Arthur. 6.10 p.m.

Dr. R. C. HAYNES: Mr. Speaker, if words could be translated magically into visitors the problems of the tourism industry would have been solved today. Unfortunately that is not the case and we have had to some extent a somewhat amazing debate which in my view does not touch in an informed manner many of the fundamental issues facing the country, the industry or the people of Barbados.

There are one or two issues that I want to address up front. For some 15 years there has been a group of persons in Barbados that have tried to persuade successive governments, that because of their peculiar professional arrangements that they could not command the kinds of salaries which they anticipated in the public service, and that the public service should elevate the rewards to them to a level matching the private sector of Barbados.

This debate, Mr. Speaker, has taken place in this House on many occasions. I recall way back in 1985, when this matter was last discussed in any detail, that a very firm decision was taken by this House of Assembly that they would try to maintain a ratio of somewhere in the region of seven to one in respect of the lowest pay and the highest pay in the public service of this country.

This Government, and particularly the Minister, seems to have been taken captive by that group who have been articulating these enormous salaries for special groups of people in the public service. All I can say is this. The issue to my mind is not whether or not salaries at that level in the public service should be elevated in the public service to what may exist for a few people in the private sector, but the question we should ask ourselves is whether or not those people in the private sector have not been over-paying themselves at the expense of the workers in the various organisations. That is the issue that we need to address, not to try to raise salaries in the public service to higher and higher levels at the expense of being able to

offer a decent living to those employed at the lower sectors in the public service.

I believe that this is an issue that we need to address because I could see no good reason why, for example, the Director of the National Insurance Scheme which is the largest financial institution in this country should not be offered, if this is the kind of argument they are using, probably \$300 000 a year. If this is the kind of argument, what are you going to pay the Manager of the Barbados National Bank, one of the largest financial institutions of the country? What are you going to pay the General Manager of the ICB, a highly successful public sector corporation? So it is a very dangerous kind of argument and I think that this manner of kowtowing to this philosophy, be it imposed on the Government of Barbados or on the people of Barbados by private sector interest, is something that you have to watch very carefully. In fact, I am all in favour of people being paid reasonable salaries.

When you start paying salaries in the public sector that are completely out of line with other people who are involved in other enterprises that can rightly claim the same kind of private sector orientation and perhaps actually have a significantly higher financial turnover - they handle more money than the Tourist Board - then I think you are asking for problems and it is going to backfire down the road. That is the first point I want to make.

The second point I want to make is this, that the tourism industry in this country was not developed by people with that kind of mentality either in the private sector or anywhere in Barbados.

Barbadians will be surprised to know that between 1966 and 1994 cruise ship passengers in this country increased from about 51 000 a year to 459 000 a year. I have taken that latter figure from the Minister's presentation this morning at grave risk, nevertheless I have used it, from 51 000 to 459 000 without this kind of input demanding salaries of this order. The long stay arrivals in this country rose from 79 000 in 1966 to 425 000 in 1994 and they may well be a little more this year largely because of events in the Caribbean recently - again, without any input with that kind of thinking where you have to go out there paying people, of highly dubious qualifications anyhow, huge sums of money of that order to create grave distortions within the public sector and within the country in general. It is a very dangerous position that you have endorsed and you can guarantee that it is going to cause more and more problems right throughout the public sector in this country.

Sir, when you really think about it, you ask yourselves who have developed the tourism industry that we enjoy today as probably a \$1.2 billion a year

industry, although I am always suspicious of the basis on which tourism expenditures are calculated in this country, and 2 years from now you will see an adjustment down to one billion dollars or \$990 000 or something like that. There have been adjustments in the past of over \$160 million in the estimation of tourism expenditures in Barbados. But the people who invested and made major contributions to this country have been the workers in the industry. They are not being offered any incentives of this nature, no bonus packages, no special health packages, none of this is offered to them. 6.20 p.m.

Let me tell you who else have contributed to this industry and I feel very upset over this particular group of people. Of those people who invested in those small hotels in Barbados that constitute over 60 per cent or nearly 70 per cent of the beds in this country, do you know what has happened to them? Let me tell you what has happened to them. They have invested their lives in those hotels. They have brought millions of tourists to this country over the past 30 years. They have provided jobs for thousands in the hotels and outside of the hotels. They have provided profits for the banks in this country. They have provided profits for the insurance companies. They have provided profits for the utility companies. And do you know what is happening today? You can hardly find a single one of those small hotels which has ever enjoyed a luxury of a profit of \$150 000 at the end of any year in that 20-year period. Despite the heavy investments, despite the major contributions that they have made throughout the economy, you can hardly find one of them that has made a before tax profit of \$150 000, whilst at the same time they have made major contributions to the tourist sector in Barbados. What bothers me now is this.

Aside.

Mr. SPEAKER: Order, please.

Dr. R. C. HAYNES: It is that with the impending collapse or closure of the Barbados Development Bank a significant number of those people will lose their investment whilst others are going to be put under greater and greater strain, I have to be concerned about this when I hear this kind of money being paid out to new executives in the Tourist Board. I have to be concerned about these people because I see them day after day and I know the contributions that they have made to this country.

Another group of people who have contributed to Barbados outside of the workers are the small Barbadian investors black and white on the South coast, expatriate investment in this country on the West coast, and one or two properties on the South coast. But now you have the upper echelons of the private sector who have to date,

made no significant investment commitment to the tourist industry in Barbados and who over the past 30 years have refused to make any contribution to tourism development in Barbados, apart from the profits they were making by the supplies that they were selling to the various hotels operating in a distributive sector or from their shareholding in insurance operations in Barbados. Now all of a sudden, particularly arising out of the 1991 difficulty - and they need never put themselves at the mercies of any foreign exchange problems, they find themselves coming to call the shots and confusing people's minds about the contribution they have to make in relation to the tourism industry in Barbados. Hence, we get this kind of distorted thinking creeping into the whole tourism plant.

Sir, this is a very serious matter and I believe that those who have contributed so handsomely to the development of this country are the people whom we should be focusing on and making sure that they continue to reap some benefits and certainly make sure that they do not lose their properties in any pre-arrangements in the industry.

There are one or two other points, Sir, that I want to make. One point relates to the general principle behind the Bill, Sir. My own feeling is that this House is being asked to rubber stamp decisions that have already been taken. I am quite unhappy when I see this kind of thing happening. This House is not an extension of the Cabinet. It is not an extension of the executive arm of Government. The executive arm of the Government is an extension of the House. It is the other way around and it is my view and belief that this legislation should have been passed in this House of Assembly before anyone was appointed to any such post and that those views should have been canvassed in the House of Assembly here beforehand, so that the Government and the Minister would have known what the feelings of Members would have been. Members have to account to their constituents because their constituents, many of whom are unemployed, many of whom are working in the Public Service and have gone through all kinds of problems in terms of wage reduction or wage restraint and are facing more wage restraint in the future, want to know how they have voted in relation to this kind of expenditure for two or three people in the public service. This kind of thing should have come to the House before any appointments were made.

You know I am not going to quarrel about whether or not somebody is called a president or a manager. That is not a problem, but I think the Minister might find herself with the kind of problem, particularly in the United States, if she ever happens to be touring with the chief executive, because I am quite sure she will be introduced as the Deputy Prime Minister and he will be introduced as President Shuffler. I know who the Americans will take on in that situation. But I also know that the Minister is not...

Aside.

Mr. SPEAKER: Order, please.

Dr. R. C. HAYNES: I also know that this Minister of Tourism is not going to take it very lightly if she is in any way down-graded in that manner.

Aside.

Dr. R. C. HAYNES: If I may continue, Sir. I believe...

Mr. SPEAKER: Honourable Members, could we hear the Honourable Member, please?

Dr. R. C. HAYNES: I believe, Mr. Speaker, that out of this legislation we should have been seeing some firm commitments to policies that are realistic and that the Minister should have come to this House today, if she wishes to go into policies in relation to this particular matter, because the reality is, Sir, that she started speaking at 10:20 a.m. and it was not until 2:14 p.m. that she said "coming now to the Bill before the House" and she spoke in relation to this Bill until 2:55 p.m., 31 minutes of the long speech that she made. Therefore, you had plenty of opportunity to let this House know what were your specific plans for the Ministry in the coming year and in the coming 3 to 4 years if you are still in that Ministry.

Sir, what kind of background so far do we have? We have had two years of confusion or more at the Tourist Board. We have had a situation where a Government has changed and where it claims that it recognizes the critical importance of tourism to the development of Barbados. We have had over a year in which virtually nothing was done apart, of course, from the problems at Caribbean Airways and the loss of his Ministry by the Honourable Member for St. Joseph. We have had a reported decline in tourism by 2 per cent in the first half of this year. Now, Sir, I am not going to make any predictions as for 1995 because I have a suspicion that this month and last month were probably better than they were last year. 6.30 p.m.

I have not seen the actual figures, but I have a suspicion and I also have a belief, from what I have been hearing, that because of the weather problems elsewhere there will be some diversion to Barbados this winter, so that there is a possibility that the full year figures might not show a 2% decline. I am not going to commit myself to anything, all I am going to say is that for the first half of the year the Central Bank of Barbados says that there was a 2% decline during that period. That is what we have achieved to date. They are the achievements of the Barbados Labour Party to date, and there is no point trying to fool ourselves, one year has been lost and now as we

move into the second year the next major achievement is to appoint a President and two Vice Presidents. I am saying that the balance sheet is not looking too good, the balance sheet between promises and performance is not looking too good, and to date the balance sheet is very much in the negative.

Sir, I believe that it is an awful tragedy, because there are so many opportunities that exist in the area of tourism today, that we should find ourselves in this position. We need to create in Barbados a climate where it is profitable for ordinary Barbadians to invest in hotel plant and get a return on their investment. Until that is done, we are not going to have an industry that is truly Barbadian and firmly rooted in Barbados. We need to address the problem of the fate of the small hotels and we need to look at what we have. I am a firm believer, from my experience in practising medicine in this community for almost 30 years now, that health tourism is something that Barbadians have missed out on. We have not put a label on it, but I am quite sure that without any central organisation of any kind Barbados probably earns about \$10 million or more per year out of health tourism - it could be \$16 million, it could be \$20 million - without any effort. There are so many things that can be done and I would suggest to the Minister of Tourism to have a chat with her colleague, the Minister of Health, and see whether or not things like the physical development of the Hospital, the Eye Centre, could be a major infrastructural development that could earn a lot of foreign exchange for this country. Take another look at the St. Joseph Hospital, take a look at the possibility of tax incentives to medical groups who are willing to invest in those infrastructural developments, whether it be CAT scans, MRI's or whatever, and you would be surprised to see the number of people you could bring to Barbados and generate foreign exchange for this country. At the moment we are sending a whole lot of these people to Venezuela, Trinidad, the United States, all over the place.

Aside.

Dr. R. C. HAYNES: Barbadians coming to Delaware? No foreign exchange is there. It is when they come from overseas to Delaware that the foreign exchange comes in, but they change their money before they come to us.

Anyhow, the point I am making is this. This is a tremendous area of development and the Government has to take a decision with a clear understanding of the role of tertiary health care development, that is, the more specialised areas of health care, in terms of its overall commitment to a services economy. The entertainment and music industry is something we need to look at very carefully and make sure we put enough resources into its linkages with the tourism industry.

I do not wish to deal with aviation policy today, the whole question of the East Coast and the role it can play in tourism development without doing damage to the environment either by new construction or by any dump at Greenland. Environmentally friendly and harmonious development of the East Coast is something Barbadians will go for and it is an area which can be developed very swiftly in harmony with the environment and generate a lot of jobs in this country and generate a lot of foreign exchange too.

The other thing we have to look at is what is happening to the non-wage costs of hotel operations in Barbados. Every time people in the private sector, and, unfortunately, some foolish people in the public sector, open their mouths and talk about hotel operations, they talk about wages paid to workers. They never talk about non-wage costs. The cost, for example, of electricity, the cost of energy, the high cost of overseas telephone calls, the high cost of installing equipment, e.g. a telephone switchboard in a small hotel with an extension in every room, all of these costs are highly prohibitive and nobody talks about that. All the things that are necessary to upgrade these hotels and to make sure that they meet the minimum international standards, very often cannot be done because the cost is prohibitive. Most hoteliers would like to have a telephone in every room, they do not like the idea of having to send a message upstairs or having a telephone in the corridor and that kind of thing, but they cannot afford it, the business cannot carry it. Many would like to have a television in every room, but they cannot afford it. There are many other areas of the cost of hotel operations that we need to look at

It is true I saw a report the other day that if you take the total hotel plant throughout the whole Caribbean, including Curacao, Aruba, the whole lot, they end up making a loss anyhow per hotel room, but I think Barbados has a very special problem in that the environment in which the hotel plant operates at a macro-level needs to be adjusted.

Now, Sir, I have tried my best when I was Minister of Finance to influence that environment in a very fundamental way and there seems to have been some misunderstanding. I, for example, made sure that I addressed the whole question of energy costs by reducing the cost of inputs in Light and Power, and that reduction was translated into reduced costs for the hotels. I also reduced the fees payable on vehicles used by hotels, I reduced the Hotel and Restaurant Sales Tax at the time from 8% to 5%, I reduced things like a visitor's driving permit fee, I also reduced the rate of corporation tax payable by those hotels - the few of them that actually paid corporation tax - and I reduced the stamp duties on wines and a whole range of building materials and foods in

those hotels that were not eligible for exemption from taxation under the Hotel Aids Act. 6.40 p.m.

In 1987, in point of fact, I made \$10 million available to the Barbados Development Bank in order to support the small hotels, and there were no new taxes. I never levied a single tax on any hotel in Barbados. I also reduced the property taxes by 50%. The only tax that I ever introduced in Barbados that might have marginally caught a hotel was a half of 1% increase in the employment levy in 1987. All the other increases were taxes related to employees, not a part of the burden on the hotel.

I was clear in my mind in 1986 as what was needed, that was a reduction in the cost of operations of hotels, particularly the non-wage cost I recognised the contribution which taxation, energy costs and those fixed costs placed on the hotels, and I set about doing something about it, and the results were there to see. There were significant increases in output in tourism in 1986, 1987, 1988, 1989, and then in 1990 it started to decline.

The point I am making is that no matter what you do as Minister of Tourism, you are going to find this, that you have to persuade the Minister of Finance of this country that he has to accelerate a programme for the overall reduction in the level of taxation because there is no point only granting incentives for refurbishing. If the hotel operates in an environment of these high costs then you still have a problem. So all you have said today will come to naught unless you seriously sit down and talk to the Minister of Finance and see what is his attitude towards the hotel sector in the context of the cost structure in Barbados and the impact of taxation on that cost structure. That is the way I see it.

When you talk about international competitiveness, that international competitiveness is not merely at the level of promotional efforts. The root of international competitiveness starts with the environment in which the hotel operates particularly the tax environment. It is my understanding, for example, that in Puerto Rico they have gone far beyond the traditional fiscal incentives. They have virtually created new tax-free zones for the operations of their hotels and so on. We know what happens in the Cayman Islands. We know what happens in The Bahamas. We know what happens in Aruba and Curacao. I am not too sure what obtains in St. Maarten, but these are the people you are competing with and this is something that you just simply have to address.

Mr. Speaker, my final plea to the Minister is going to be to do something on behalf of those small hoteliers on the South coast I believe that people who have made their contribution to Barbados and whose properties are now

in trouble should be extended the same kind of treatment and protection as was extended to the owners of capital in the sugar industry. Recognise the contribution they have made to foreign exchange generation and job generation in this country and create a package of measures for their protection at least to make sure that they save their properties and that those properties can be upgraded over the years and continue to contribute to Barbados.

Again, Sir, I have noticed that, despite the difficulties, despite a lot of new investment going on on the South coast, private investment, that it is not being matched by any public infrastructural investment

Mr. SPEAKER: The Honourable Member has 2 minutes to conclude.

Dr. R. C. HAYNES: It is not being matched by corresponding public sector investment in basic infrastructure on the South coast in things such as creating sidewalks. I am talking about Oistins and places like that, St. Lawrence Gap, all those areas. Of course, I cannot mention where I live, Golf Club Road because that is against the rules of the House.

The point I am making is that I believe that, with minimal expenditure, far less than would be involved in the Carlisle Bay Development, or in many of the other developments mentioned here today, by simply putting basic fundamental infrastructure in the South coast, you can probably increase the number of people coming to those South coast hotels by about 25% in the next year or two, also increase the values of the property, and increase the amount of foreign exchange that can be earned as a result of that minimal investment in infrastructural development on the South coast of Barbados.

So, Mr. Speaker, I have no doubt whatsoever that this country's tourism industry will prosper. I have no doubt whatsoever, as in the past, that it will go through its ups and downs. It will have its highs and it will have its troughs. The fortunes of a government, Mr. Speaker, depend very much on where it falls in that cycle, and if I were a tourism planner, I would recognise that there is a cycle going now, and my planning would be to see when it starts to come the other way to make sure that it does not fall in the previous "lows" that existed. If you look very carefully you would see that you had 1973/74, then you got the boom to 1979, then you had the down turn in the early 1980s. Then you got 1986 and it started again, 1990 it was down, 1994 it is beginning to climb and 1998 we have to watch.

All I am saying seriously is that that seems to be the cycle in the tourism industry. Whatever planning is taking place now, particularly at the macro-economic level, I think one needs to start targeting like 1998/99 for the full impact

because I suspect, based on previous history, that the cycle will probably go that way. It is almost a 4-year cycle in tourism looking back over the past 25 years.

Mr. SPEAKER: The Honourable Member will please conclude.

Dr. R. C. HAYNES: Sure. No matter what happens in Barbados that seems to be the cycle in the tourism industry.

I thank you very much, Mr. Speaker.

Hon. Miss M. A. MOTTLEY: Mr. Speaker, Sir, I rise to lend my support to the amendments brought to this Honourable Chamber by the Honourable Minister of Tourism who did an excellent job today in outlining the plans she has for the Ministry of Tourism and, indeed, the plans which will see to it that the institutional support is brought about to ensure that any growth in the tourism industry from hereon is sustainable and concrete, and not an illusory growth based on a cricket tour that comes from England once every 2 or 3 years as we saw in April, 1994.

We, Mr. Speaker, have had unfortunately, however, to listen also to a lot of words, and I really must say that I am tired of the grandstanding when it comes to an issue as fundamental as this tourism industry. The Opposition has said all along that they will support constructive moves in the tourism industry because they believe it is fundamental to this country's development. In spite of that, we can see the type of grandstanding we saw before, not in this Chamber because there would be no such thing in this Honourable Chamber - but that grandstanding was followed by comments in here today which sought to use the Central Bank Report of September 1995 to suggest to the public of this country that this year has witnessed, and continues to witness, a 2% decline in the tourism industry when the facts are clear that the country has witnessed, in fact, an improvement of the numbers visiting Barbados in 1995 over 1994, and that improvement has been at the level, so far, up to the end of September, of 1.2%.

Now, Sir, the point is this. The Honourable Minister referred to it in her speech so this is nothing that is new to this debate. What I want to say is that we must move away, and I only do that to correct the record, in this country from simply talking about numbers of tourists arriving because at the end of the day the critical factor is the expenditure retained in this country from tourists visiting Barbados.

It is significant, Sir, that those on the other side refuse to deal with that issue because the foreign exchange position of Barbados to date, for this year, in spite of the poor sugar crop is healthy and in spite of

this Government being required to pay more in debt this year than it had to pay in 1994 by a substantial amount, as weU as to repay a loan that was called in by one of the Japanese investors. 6.50 p.m.

In the context of all of that, the foreign exchange earnings were primarily contributed to by tourism earnings when manufacturing and international business and sugar have held up and performed exceptionally well. I want, Sir, to move on to some fundamental points about the tourism industry because I believe that we need to let the public understand what we are dealing with.

The Honourable Member for St. Michael South Central was correct when he said that there is an inherent problem of profitability with the tourism industry in this country. The Caribbean countries, not only Barbados, have had to deal with the difficulty that hotels in the Caribbean do not make as much profit as hotels in other regions across the world and it relates to a whole host of factors related to wages, to energy, to high taxes and I believe the Honourable Member for St. Michael South Central clearly forgot, when he was praising himself about what he did for the tourism industry, that he contributed significantly to the rise in indirect taxes which also is one of the biggest killers of the tourism industry today, Sir. Those matters combined, Sir, with the stability of our dollar and its high value have led to our being less competitive than countries such as the Dominican Republic or indeed, Sir, countries outside of the Caribbean region. Until, Sir, we are prepared to deal with that essential and fundamental issue of profitability, we will always be going around like a top.

What is also significant, Sir, is that Barbados has seen really the development of two different types of hotel plant, one that has benefitted from investment of capital, that has allowed for refurbishment and has allowed for promotion of those properties separate and distinct from the effort carried on by Government, and one that has essentially limped along because they have come out of predominantly owner-operated single or private entities and have not been able to inject the type of money in those plants to allow either refurbishment, promotion or indeed, Sir, even management structures to be put in place. That is why it is significant that the Prime Minister in his Budget of this year clearly articulated that part of the proposals for the restructuring of the Barbados Development Bank had to be tied to ensuring the survival of many of those small owner-operated hotels which became indebted to the Barbados Development Bank, and suffered under an iniquitous interest regime which today, in spite of all of that, has failed to respond to the management needs of the individual hotels who have therefore allowed themselves to be caught in almost a bottomless pit.

Only Government now, Sir, through the capacity of seeking to write off some of the debt or indeed injecting equity into those operations by writing off the debt and tying to it, Sir, the provision for proper management systems to be put in place, and tying to it, Mr. Speaker, the provision for things such as a central reservations systems will thereby reduce the cost to each of those small hotels because they do not have the capital to deal with the kind of investment in those management systems because they are small units. Unless therefore you bring them together in larger groups of hotels, Sir, we will have serious difficulty in their being able to meet these investment costs. These are the fundamental issues facing the tourism industry in Barbados today.

We also have a system, Sir, that has developed where we do not believe, unfortunately, that we should be spending as much money in marketing as we need to. The history of the Barbados Tourism Authority, and the Board of Tourism before that, is due to no one Government or another developing along the line where the largest percentage of the budget went in administrative costs.

The reality is, Sir, that, if we are going to be serious about increasing returns on the investment of tourism in this country, we have to be prepared to develop the markets that are necessary and we must never preside over a situation again, Sir, as under the last Government where your two major markets at one time remained without leadership for a substantial period of time. If you are going to ask tour operators and such other persons to help bring people to this country, you must have leaders in the market place who are capable of garnering what support is there and putting initiatives in place.

I hope, Sir, that that will never happen again, and I am not blaming anyone person, but it happened and it must not happen again. One of the things they will have to understand too is that you had an initiative, for example, like the one taken by the Caribbean Tourism Organisation, which sought to market the Caribbean as a single destination in North America and Europe in order to boost the arrivals generally to the Caribbean region.

Now one of the most significant things, Mr. Speaker, Sir, is that that initiative was highly successful but could have been even more successful for the individual islands. I refer specifically to Barbados because our arrivals declined at a time when there was increased promotion of the Caribbean as a destination, while other destinations increased.

Now, I personally believe, Sir, and I am no expert in this matter, that at that time instead of dropping back expenditure on marketing of Barbados as a single destination, we should have been increasing it at the same time that the Caribbean Tourism Organisation

was increasing the marketing of the region as a destination because all CTO was doing was developing a market for the Caribbean. But our specific marketing drives, which at the end of the day have to be linked to sales on the ground in Barbados, had still to be increased if we were going to benefit anything from it.

I would only wish to say, Sir, that I hope, now the phase two of the CTO marketing programme is about to be put in place, we will in fact see an increase in our efforts to "market Barbados and sell Barbados rather than holding back because CTO is spending the money regionally for us.

I also want to make the point too, Sir, that they have to look at the structure of how we do business. You have a Barbados Tourism Authority responsible generally for the development of the industry on behalf of the Government and they go out there and market Barbados, but at the end of the day do not have hotel rooms to sell, they do not have restaurants to fill, they do not have ground transportation to fill and therefore there has to be a greater level of cohesiveness and working together if we are going to ensure that packages are put together which have the capacity of benefitting from that promotion that is put into the market-place.

I want to say, Sir, that what I have seen so far, particularly with the last trip to South America with members of the TDC, the BHTA and the BTA is a step in the right direction because we must have the capacity to deliver. We cannot go into a market and say we are promoting Barbados and then afterwards not be able to deliver the rooms or the requests that are made. 7.00 p.m.

We cannot go into a market and say well we are promoting Barbados and then afterwards are not able to deliver the rooms or the requests that are made of this country. Airlift is another significant point. You know it was interesting listening to the Honourable Member for St. Michael East today because he got on as if they just got these blows shared on them. I want to know what did they do about it. He singled out Pan Am. We had the spectacle of Trump and what is so sickening, Sir, about what I heard today from the Honourable Member for St. Michael East is that, having acknowledged that the Barbados Tourism Authority was going through all of these problems, and having acknowledged that we had declines from 1990 to 1994 and even in 1994, the increases were still below in some markets (for example the United States market) the numbers that were coming here in 1989. That is a fact. Having acknowledged all of that, he would wish now to question and second guess the efforts of the Honourable Minister who in a few short months has successfully managed to guide the restructuring of the Barbados

Tourism Authority to lead to long standing and sustainable growth.

But they want us to continue, Mr. Speaker, dilly-dallying and shilly-shallying and presiding over a situation that was full of mediocrity, that saw declines for 5 years in spite of the fact that The Bahamas, Jamaica, Aruba and all of the other destinations were showing increases. Now that we seek, Sir, to put legislation in place that will ensure sustainable growth, he is complaining about the salary. I am sorry that the Honourable Member for St. Michael East did not address the question of the salary for the Manager of the Barbados Agricultural Management Company and whether that package does not exceed \$100,000 and whether that package is not for 5 years and whether that package was not put in place just a few days before the general election although he was in a position long before. I want to know, Sir, about the officers at the Barbados Agricultural Development and Marketing Corporation who have packages that have a chauffeur driven car continuing and contracts put in place so that they can promote food all over Barbados. I want to know about them, Sir. They would not tell the public about them*, Sir. That is the kind of hypocrisy we see in here. He would not tell the public, Sir, that he is concerned as to whether the sugar workers of this country received salaries' or increases commensurate with the increase that the Manager of the Barbados Agricultural Management Company got. In fact, Sir, they were so much in difficulty over the productivity increases that they got, that those only rose to \$150 000 which they had received from a fairy God-father.

Now, Mr. Speaker, Sir, I only made those points because, as I say, I do not want to say "hypocrisy" because it is unparliamentary. But if I were outside of this Chamber, that is the word that would come to mind and it is on an issue that they profess, that they are prepared to be constructive about. Yet, you are going to come in here and pillory people for making a sacrifice and coming for a lesser salary to work for the Government of Barbados.

Sir, the issue of salaries in Barbados is one that is contentious and essentially driven by the professionals in this country who continue to determine what they make. That is why I was so amazed when the Honourable Member for St. Michael South Central spoke about salaries because he better than most of us in here, will know that point. The reality is, Sir, that we as a Government can continue to go along with those positions either being unfilled or being filled by people whom we do not consider to be suitable, to be best for the job and continue to see either declines in the tourism industry or a sporadic increase when there is a special event like the English Cricket Tour last April or a special event because of the disasters spread upon the other Caribbean countries, or we can seek to put Barbados' tourism industry on a sustainable path of growth.

I want to suggest, Sir, that we have to be mature about these matters and that we have to understand that it may well call for some review of the whole package at the BTA. But the reality is that you cannot stop the life-blood of a country simply out of envy, Sir, and what was coming out of this debate more than anything else from the Honourable Member for St. Michael East, Sir, was envy in respect of what was being offered to the Members going for the job at BTA. What is significant, Sir, is that the Honourable Member for St. Michael East would not tell you that he did a comparative survey with the salaries of other persons in charge of Tourism Authorities in the Caribbean and, when he found out informally what they were, Barbados' position even now ranks somewhere down at No. 8 or 9. He would not tell you that he knows that, Sir, because that is not what he wants the public to hear from him in this debate. But I want to suggest to you, Sir, that in the context of the wider Caribbean those salaries are not out of synch nor are they excessive. We have, therefore, to understand that our authority must be to put persons in place to bring about sustainable growth to the tourism industry.

Sir, we also heard them talk about the question of training hotel workers. We recognize the excellent work being done by hotel workers in this country and that is one of the reasons, Sir, why we are continuing with expansion of training of hotel employees in this country. At the end of this month, it is expected that the Hotel and Tourism Studies Department will be completed and, by next April, the equipment should be in it to allow the expansion of 250 to 400 students full time while at the same time, Sir, we as a Government have said that in the past the Hospitality Institute was only training people who had two or four certificates. Upon coming into the Ministry of Education and realizing the vast difficulty that we have with persons having certificates and being able therefore to access training at that level, we have decided to put together three new courses which will not require any certificates for entry but which once completed over the 9-month period will allow people to be able to step into other courses in the Hospitality Institute thereby bringing persons up to a level without having to have 5 CXC Certificates from the beginning. Because the reality is that a lot of the workers in the industry do not have any certificates and therefore to use that as a requirement you are excluding them from the opportunity to be trained. So that far from moving away from training, we have increased both the numbers for next year as well as increase new posts which will allow people without certificates to be able to access training in the Hospitality Institute for the very first time.

I also want, Sir, to say very quickly that the question of management has also to be of particular importance to us. I referred earlier to many of the South coast hotels that proceeded on an owner/operator basis and without

necessarily any reference to management dictates and precepts that would guide the hotel to success. I was sorry that I did not hear the Honourable Member for St. Michael South Central when he referred to that since he speaks so often about the absence of the management in organisations. But the reality is, Sir, that unless some of these owners on the South coast get into the habit of merging (and there are a number of young Barbadians out there, Sir, who have been trained in management who would love the opportunity) to work in some of these same hotel plants but they are not being given the opportunity, and unless that kind of climate starts to emerge, Sir, we are going to find that the tourism industry will make the sugar industry look like the lesser calamity of the two. At the end of the day, Sir, there is a similar pattern emerging in terms of how the ownership of the tourism industry has developed particularly along the South coast and how the sugar industry went. There is a similarity in the absence of management in both entities and there is a similarity in the reluctance to incorporate persons who have the capacity to manage within their entity, Sir. 7.10 p.m.

I would therefore urge strongly, Sir, that any attempt to restructure those hotels is done on the condition that they are prepared to accept proper management systems and proper persons to come in and help manage and understand that they can still make profits and get dividends as owners, even if they are not managing the hotels, especially if they were not equipped to do so in the first instance.

Sir, I therefore just wish to end by saying that I want to applaud the efforts of the Honourable Member for the City of Bridgetown, the Honourable Deputy Prime Minister, for in so short a time being able to lay the foundation for long-term growth of the tourism industry by creating the institutional support that is necessary. It was not something that she went in and did herself, she took advice from an independent consultant, the advice was followed, the advice was implemented and I believe that the Board of the Barbados Tourism Authority also has to be complimented for working swiftly in ensuring that these matters were put in place.

I would only wish to say, too, in response to the queries of the Honourable Member for St. Michael South Central about the linkages between tourism and the arts, that we have set up two separate committees between the National Cultural Foundation and the Barbados Tourism Authority to deal with the promotion of festivals, to deal with the promotion of Barbados as a cultural destination and we are working together not only on the general promotion but on the specific items as well. I think anybody who looks at the figures this year can be in no doubt as to the contribution that Crop-Over now pays

to tourism arrivals. Last year when Crop-Over was in July, that was the month for the largest number of arrivals, this year when Crop-Over ended in August this experienced the largest increase in arrivals for the year, and that is the greatest evidence that we must continue on the road in forging even stronger links between the National Cultural Foundation and the Barbados Tourism Authority, and even more so, Sir, that the marketing of Barbados overseas must also include a cultural component if we are going to build further on the gains that have happened along the way.

I therefore support this Bill and would like to congratulate both the Honourable Minister and the Board of the Barbados Tourism Authority, and indeed the staff of that organisation and the Ministry.

FURTHER CONSIDERATION POSTPONED

Hon. Miss B. A. MILLER: Mr. Speaker, I beg to move that further consideration of this matter be postponed.

Hon. O. S. ARTHUR: I beg to second that, Sir.

The question was put and resolved in the affirmative without division.

SUSPENSION OF SITTING

Hon. Miss B. A. MILLER: Mr. Speaker, I beg to move that the Sitting of this House be suspended until 11 o'clock in the morning of Tuesday, the 31st day of October, 1995.

Hon. D. A. C. SIMMONS: I beg to second that, Sir.

Dr. R. C. HAYNES: Speaking on the motion for the suspension, Sir, I wish to draw to the attention of the Honourable Minister that, unless this Bill passes both Houses of Parliament and is assented to before November 1, any post which is not defined in the existing legislation cannot be filled.

Aside.

Dr. R. C. HAYNES: I thank the Attorney General, who has obviously seen the legal point that I have just raised and has indicated that the starting date would be after this legal process has been completed in respect of those posts which are not specified in the 1993 legislation, and I trust that this will be adhered to.

I thank you.

The question that the sitting be now suspended until Tuesday, October 31, 1995 at 11.00 a.m. was put and resolved in the affirmative without division, and Mr. SPEAKER suspended the sitting accordingly. 7.15 p.m.

RESUMPTION Mr.

SPEAKER: This sitting is resumed.

Hon. D. A. C. SIMMONS: Mr. Speaker, I ask Your Honour at this stage to put the question that this Bill be read a second time.

Hon. G. W. PAYNE: I beg to second that.

The question was put and resolved in the affirmative without division.

On the motion of Hon. O. S. ARTHUR, seconded by Hon. D. A. C. SIMMONS, Mr. SPEAKER left the Chair and the House went into Committee on the Bill Mr. W. C. C. CALLENDER in the Chair.

COMMITTEE Mr. CHAIRMAN:

The House is now in committee.

On the separate motions of Hon. O. S. ARTHUR, seconded by Hon. D. A. C. SIMMONS:

Clause 1 was called and passed.

Clause 2, as amended, was called and passed.

Clause 3 was called and passed.

Clause 4, as amended, was called and passed.

Clause 5 was called and passed.

Clause 6, as amended, was called and passed.

Clauses 7-16 inclusive were called and passed.

Clause 17, as amended, was called and passed.

Clauses 18 - 32 inclusive were called and passed.

Clause 33, as amended, was called and passed.

Clause 34 was called and passed.
11.10a.m.

On the motion of Hon. D. A. C. SIMMONS, seconded by Hon. G. W. PAYNE, the First Schedule, as amended, was called and passed.

On the motion of Hon. D. A. C. SIMMONS, seconded by Hon. G. W. PAYNE, the Second Schedule, as amended, was called and passed.

Hon. D. A. C. SIMMONS: Mr. Chairman, Sir, I beg to move that you do now report the passing of one Bill in Committee, with amendments, to His Honour the Speaker.

Hon. G. W. PAYNE: I beg to second that, Sir.

The question was put and resolved in the affirmative, without division, and Mr. CHAIRMAN reported the passing of one Bill in Committee, with amendments, to His Honour the Speaker, and Mr. SPEAKER resumed the Chair and reported accordingly.

On the separate motions of Hon. D. A. C. SIMMONS, seconded by Hon. G. W. PAYNE, the Bill was read a third time and passed.

ADJOURNMENT

Hon. D. A. C. SIMMONS: Mr. Speaker, Sir, that concludes Government Business for the day.

I beg to move, Sir, that this House do now adjourn until November 14, 1995 at 11.00 a.m.

Hon. G. W. PAYNE: I beg to second that, Sir.

Mr. D. J. H. THOMPSON: Speaking on the Adjournment, Sir, I just want to let the House know that I have a number of items under Private Members' Business. I certainly had no discussion with anybody about the Suspension of Standing Orders either prior to or during this sitting. The Motion has already been moved. The House, of course, is going to be adjourned but I certainly would have liked the opportunity to discuss the very urgent matter which is under the item Private Members' Business and relates to Land Tax. There are other Private Members' resolutions for which we would like, at the earliest opportunity, to debate.

Mr. Speaker, Sir, in other Parliaments in the world a day is set aside for Opposition business and, in view of the fact that it is clear that the Government has no other business and can convene the House at 11.00 and close it down at 11.20 means that, obviously, there is a need for greater consultation between Members of the House to facilitate other aspects of the House's business.

I think that it is very unfortunate, it is a crying shame, Sir, that you should have a situation like this with an empty Order Paper, so many burning and critical issues affecting the people of Barbados, important issues of Private Members' Business and time can be wasted, in this way, by summoning the House at 11.00 and adjourning it twenty minutes later.

Aside.

Mr. D. J. H. THOMPSON: You cannot tell me what to debate. It is on the Order Paper.

Mr. SPEAKER: Please, please, please.

Mr. D. J. H. THOMPSON: I do not have to debate what you want debated. We have other things we would like to debate.

Mr. SPEAKER: Please, please, please. Are you still speaking on the Adjournment?

Mr. D. J. H. THOMPSON: Yes, Sir. I am just suggesting that it will be more sensible if the Business of the House were conducted in such a way that we appeared to be a serious group of people interested in discussing the issues which affect the citizens of our country.

Sir, if the Honourable Member wishes to facilitate an Opposition date for that business, we are ready to debate those items.

Mr. SPEAKER: The question is...

Hon. D. A. C. SIMMONS: Mr. Speaker, Sir, I have to reply. I should like to say that the sitting this morning was a continuation of last Friday. The House was suspended until 11.00, not adjourned, so there was no grace period.

Aside.

Mr. SPEAKER: Please, please. Could we...

Hon. D. A. C. SIMMONS: At 11.00 o'clock, Mr. Speaker, Sir, as you well know, there was no member of the Opposition in his place. We were not to know whether they had intended to boycott or otherwise. And since the case for the Government had been put in a near 4-hour speech the other day, we proceeded to do the business.

I wish to assure the Honourable Member that the Government is willing and has demonstrated that willingness to allow Private Members' Business to be debated. He will recall that, two weeks ago, I mentioned, Sir, that we could have done the Combermere Resolution but there were special circumstances and I would hope that Your Honour, the Leader of the Opposition and the Leader of the House will get together, at some time, to have that Resolution debated before the end of this year. The Government is prepared to make time available. We accommodated the Honourable Member for St. Michael South Central in the debate on the resumption of the debate on the Contractor-General. We are willing to facilitate Private Members' Business. The Standing Orders had been suspended last week when the debate started.

The Honourable Member for St. John knpws that I am prepared to consult with him to facilitate the smooth progress of business.

But the fact is, that at 11.00 o'clock this morning he was not in his place. I could not consult with empty chairs. If he were in here when I got here at a quarter to eleven I would have been happy to consult with him, Sir. But he was not here in time.

Mr. D. J. H. THOMPSON: Mr. Speaker, Sir, on a point of order. This is a continuation of a sitting and I was present when this sitting began last Friday. This was not an adjourned meeting and, therefore, the record will show that the Honourable Member for St John was present at the

sitting whether I was in my seat or not. I understand the Rules.

11.20a.m.

I understand the rules. Now, Mr. Speaker, Sir, I never told anybody I intend to debate anything. I came here to deal with what was on the Order Paper.

Mr. SPEAKER: You made your point of order. Mr.

D. J. H. THOMPSON: Precisely.

The question that the House do adjourn until Tuesday November 14,1995 at 11.00 a.m. was put and resolved in the affirmative without division and Mr. SPEAKER adjourned the House accordingly. 11.21 a.m.