

THE SENATE DEBATES

(OFFICIAL REPORT)

FIRST SESSION 1994 - 99

THE SENATE

Wednesday, November 1, 1995

The Senate met in the Senate Chamber, Parliament Buildings, on Wednesday, November 1, 1995, at 11.15 a.m.

PRESENT

His Honour Senator F. W. GOLLOP (President)

His Honour Senator C. L. BOLDEN (Deputy President)

Senator the Honourable R. R. FARLEY (Minister of Industry, Commerce and Business Development) (Leader of the Senate)

Senator the Honourable P. C. GODDARD (Minister of Foreign Trade and International Business)

Senator the Hon. G. S. H. MURRAY (Minister of State, Prime Minister's Office)

Senator Miss C. Y. FORDE (Parliamentary Secretary, Ministry of Education, Youth Affairs and Culture)

Senator Miss O. P. SYMMONDS

Senator D. T. GILL

Senator Miss J. C. ODLE

Senator N. A. LYNCH

Senator N. P. WELCH

Senator J. A. WORKMAN

Senator Mrs. P. E. RICKINSON

Senator S. P. BERNSTEIN

Senator C. LeR. TROTMAN

Senator the Venerable Archdeacon J. L. SPRINGER,
G.C.M.

Senator C. K. LAURIE

Senator Mrs. V. J. DAVIS

Senator Miss A. P. THOMPSON

Senator C. A. MASCOLL.

Prayers were led by Rev. Errington Massiah.

Mr. PRESIDENT: The Senate is in session.

MOTIONS RELATING TO THE BUSINESS OR SITTINGS OF THE SENATE AND MOVED BY A MINISTER

SUSPENSION OF STANDING ORDERS

SENATOR THE HON. R. R. FARLEY: Mr. President, I beg to move that Standing Order 45 (2) be suspended for the remainder of the sitting.

The question was put and resolved in the affirmative, without division, and Mr. PRESIDENT suspended Standing Order 45(2) accordingly.

INTRODUCTION OF BILLS

SENATOR THE HON. R. R. FARLEY: Mr. President, I rise to move the First Reading of the Barbados Tourism Authority Bill, 1995.

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

PUBLIC BUSINESS

Order No. 1 was called - To move that the Senate resolve itself into Committee on the Plant Pest and Disease (Import Control) Act, 1995.

SENATOR THE HON. R. R. FARLEY: Mr. President, I beg to move that the Senate resolve into Committee for consideration of this Bill.

The question was put to the Senate and agreed to and the Senate resolved itself into Committee to resume consideration on the Plant Pest and Disease (Import Control) Act, 1995.

Mr. PRESIDENT: Senator Symmonds will assume the Chair in Committee.

COMMITTEE

MADAM CHAIRMAN: The Senate is now in Committee.

Clauses 1 to 3 inclusive were called and passed.

Clause 4 was called.

SENATOR THE HON. R. R. FARLEY: I beg to move that Clause 4 stand part.

MADAM CHAIRMAN: The question is... Senator Laurie.

SENATOR C. K. LAURIE: Madam Chairman, I just want to make a small intervention here in saying that these things say what the Government shall do in case somebody is importing something. But there is nothing there. I am concerned because of reports I have had, over a period of time, that there is no time limit in which Government can do these things.

There was a case recently where somebody was sent for seeds. There was no import permit so, quite rightly, the Ministry seized the seeds, then tested them and eventually returned them. Is it the wrong clause?

SENATOR THE HON. R. R. FARLEY: On a point of order, Madam Chairman. I believe we are on Clause 4. The Honourable Senator is speaking on import permits which are the matter of Clause 3.

SENATOR C. K. LAURIE: It is Clause 6(4) I wanted to deal with. I am sorry.

The question that Clause 4 stand part was put to the Senate and agreed to.

Clause 5 was called and passed.

Clause 6 was called.

SENATOR THE HON. R. R. FARLEY: I beg to move that Clause 6 stand part.

SENATOR C. K. LAURIE: This deals with what the inspectors will do with the material under Clause 6, section 4. As I was saying I have some concern that there is no time limit to this and also in the case where, for instance, seeds or plant material which are perishables can do it. In this particular case, seeds were imported. They went to the Post Office. The Post Office, quite rightly, sent them to the Ministry of Agriculture who kept them for about 6 weeks, sent them back to the Post Office, none of which time were

they stored in any refrigeration or so which they should have been. When the seeds were eventually returned to the owner the seeds were no longer viable. It is a concern of mine that in any regulations that the Minister should make, he would have some kind of urgency registered in it. Thank you.

11.25 a.m.

MADAM CHAIRMAN: Thank you, Senator.

The question that clause 6 stand part was put to the Senate and agreed to

Clauses 7 to 13 were called and passed.

Clause 14 was called.

SENATOR THE HON. R. R. FARLEY: Mr. Chairman, I beg to move that Clause 14 stand part.

HIS HONOUR. SENATOR C. L. BOLDEN: Madam Chairman, there seems to be an error in clause 14 as is printed or circulated to the Senate and if it is passed like this in the Senate it would mean that technically it is in conflict with the whole Bill as it stands. I would like to move that clause 14 reads:

"Subject to section 6(6) and not 6(5)".

What I would like to find out first is whether the Bill was passed in the other place reading "Section 6(5)". If it has been passed in the other place reading "section 6(6)", then the document before this place would contain a typographical error which could be corrected. If it has been passed in the other place as 6(5) any amendment we pass here the Bill would have to go back to the other place to be confirmed and then sent back to this Chamber.

I would hope that the Clerks at the Table might be able to throw some light on what is before this Chamber, because it says "Subject to section 6(5)", and 6(5) really does not deal with expenses. 6(5) deals with plant and material *et cetera*.

SENATOR THE HON. R. R. FARLEY: Mr. Chairman, I have spoken with the draftsmen in the Attorney General's Chambers and they have informed me that what has been circulated has in fact been a typographical error. The intention was to have clause 14 read, "Subject to section 6(6)...". The terms then of what was before the House and the procedures thereafter I am not in a position to make that determination. What I am proposing to put to this Honourable Senate is that clause 14 must read, "Subject to section 6(6), all expenses

incurred in the administration of this Act are to be defrayed out of monies voted by Parliament for the purpose."

HIS HONOUR SENATOR C. L. BOLDEN: Madam Chairman, I beg to move that Clause 14 be deferred for a few minutes. My understanding is that this matter also arose in the other place and the Clerk is trying to find out whether it was corrected in the other place before coming here because technically what we deal with here should not come from the Attorney General's Chambers, we deal with what comes from the House and we can only deal with what comes from the House, so we have to see what happened in the other place, otherwise it means we might be amending something that has already been dealt with in the other place. I would like to move that this matter be deferred for the time being and we could come back to it at a later stage before the Bill is passed in Committee.

On the motion of SENATOR THE HON. R. R. FARLEY, MADAM CHAIRMAN reported progress to Mr. PRESIDENT and asked for leave to sit again and Mr. PRESIDENT resumed the Chair and reported accordingly. 11.35 a.m.

ORDER NO. 2 - THE BARBADOS TOURISM AUTHORITY BILL, 1995

SENATOR THE HON. R. R. FARLEY: Mr. President, I rise to move the Second Reading of the Barbados Tourism Authority Bill, 1995. This is intended to revise the Barbados Tourism Authority Act, 1993 in order to enhance the management and efficiency of the Authority. The nature and quantity of the amendments are such that it was considered prudent to seek to repeal the Barbados Tourism Authority Act, 1993 and to replace it with this Barbados Tourism Authority Bill, 1995.

Tourism, as I am sure you are well aware, is one of the major industries in the world. In fact, it is of considerable importance to many countries all over. Currently amongst the fastest growing industries in the world are the travel and tourism sectors and the telecommunications sector. This sector of tourism is a very broad one and includes all forms of travel, car rentals, taxis, restaurants, hotels, apartments and other forms of accommodation, gifts, entertainment, culture and the arts. It is really a very wide and in some cases almost an all-encompassing sector.

One of the important features we must note, Sir, is that there are a number of regions in the world spread all across the globe for which tourism is particularly important, or which share a large slice of the world tourism market. These regions and locations are as diverse as the Caribbean and Pacific islands, United States, England and many other

places that I would not need to call for you, Sir. One of the fundamental differences we must recognise in this context, however, is that whilst places like the United States and England continue to receive millions of visitors a year and occupy a good slice of the world travel and tourism market, for them tourism is useful and important but it is not vital in the way that it is to countries like Barbados and the other Caribbean tourism oriented states. So that we must recognise that this industry is not only a major worldwide industry, that our competitors are not only St. Lucia and St. Vincent, but locations ranging from Hong Kong to London to Nairobi to the Seychelles and the Cook Islands, but that in terms of tourism's importance to us it is perhaps what separates us from a future which we would not want to contemplate.

The regional organisations, such as the Caribbean Tourism Organisation, have published extensive statistics which have sought to capture for comparative purposes the impact of tourism throughout the Caribbean region, and one important statistic I will share with you, Sir, which would demonstrate the relative dependence of the Caribbean territories on tourism, as compared with the larger countries of the north who have larger tourism markets but who are not as dependent on tourism as we are, is that they anticipate that by the year 2000 one in four jobs in the Caribbean region will derive from tourism related activity, and that in terms of the countries of the region, on average some 35% of GDP will be attributed to tourism.

In a nutshell, Sir, tourism is vital to Barbados. We have competitors who are far and wide and extremely diverse, and we must set this debate within that context. The tourism sector in Barbados has had a relatively long history. It has gone through many changes over the years and it will obviously need to continue to undergo changes if it is to remain competitive against not only the older existing markets but the new emerging markets, because we must recognise that tourism thrives on the interest of human beings in seeing new people, new places and doing new things. In fact, as I understand it, there are already many people waiting in line to be on the first commercial space shuttle flight to the moon, and perhaps, given the state of technology, they will at some point be competing with the moon as an alternative destination to Barbados as far as tourism is concerned, but this is the nature of the beast with which we deal.

The tourism sector in Barbados is currently estimated to be worth some \$1.2 billion. It is the major source of foreign exchange to this economy and in fact it is this tourism sector that fuels the economy in Barbados. We have many attributes in this particular area of which we can be proud. We can be proud of the diversity of the tourism industry in Barbados. We have, for example, both land based and cruise based tourism. In terms of land

based tourism, our product is reasonably more diversified than some other destinations. We have a range of accommodation, ranging from up-market hotels to economy-class hotels, we have villas, mansions and apartments. There is a wide range of product, Sir. In fact, the tourism sector in Barbados is able to accommodate a reasonable spread in terms of the different niches in the market. It can cater to the working-class visitor, it can also cater to the rich and famous. We prefer not to have the rich and infamous.

11.45 a.m.

This Bill before us today is very important. The Bill seeks to redefine the policy-making and promotional functions in tourism. If I were asked to summarise the most important aspect of this Bill, I would say Sir, that it clearly defines the relative roles of the Barbados Tourism Authority and the Ministry of Tourism. This Bill seeks to identify clearly the policy-making, product development functions within the Ministry of Tourism and allows the Barbados Tourism Authority to concentrate on its core function, that of marketing Barbados. I will get to that in greater detail.

Sir, the future development of tourism in Barbados really rests on our having the right mix and doing the right things in those 2 areas, the marketing and promotion of Barbados as a destination and getting our product mix right on the ground. Those 2 are very important.

As far as the marketing is concerned, the Barbados Tourism Authority has been the principal marketing agency for the generic product, which is Barbados, but there are also other marketing entities which contribute to Barbados' development. Some of the larger hotel groupings have their own marketing arrangements. In fact, Sir, we look forward to the day when groups like Sandals, which have considerable marketing clout overseas, are able to come to Barbados, and in the process of making their own specific product advertising, Barbados gets a little bit of the spin-off.

Given the number of individual entities which are not necessarily in a position to undertake that high level of marketing, the existence of a central marketing agency that markets the generic product, Barbados, allows those smaller entities a foundation on which they can build. I believe, Sir, that the existence of a well functioning, efficient and effective marketing agency for tourism in Barbados is vital.

The amendments to this Bill seek to create the framework within which the Authority will function effectively and efficiently to yield the results which we expect, in fact, which we demand of a tourism marketing agency in Barbados. The existence of this agency does not

in anyway remove the need for individual properties to market themselves. In fact, at the end of the day, the Barbados Tourism Authority can sell Barbados, but the individual hotels will still need to sell rooms. What we expect is that there will be a more collaborative and cooperative approach between the various entities in tourism and the private and public sector in order to achieve the goals.

As I said, Sir, that is one important aspect which I would discuss a little later. But perhaps one of the missing links has been a strong policy component. We need to determine a number of fundamental issues. We need to recognise first of all that getting people to Barbados is only half of the job. In fact, in Barbados' case, given the results of the Visitor Satisfaction Surveys which indicate that on average around 80% of our visitors learn of Barbados by way of word of mouth communication, if we are able to attract visitors to Barbados and expose them to a bad product in all of its forms and formats, then we are speeding up the adverse publicity. That is important, Sir.

We need to ensure, Sir, that we have and we make long-term plans and projections in terms of our capacity, given our size and given the nature of our environment, our capacity to accommodate long-term visitors, cruise ship visitors, what is the relative mix, where we will place our emphasis. I am not suggesting, of course, that we do it in terms of a one-or-the-other situation, but what I am saying is that there are obvious constraints to development in terms of our physical size, in terms of our capacity to supply water, all of these issues, in terms of the net benefits, in terms of spending. Those are policy-decisions that have to be made.

Policy is important, Sir, as well, in the area of attracting investment in the tourism sector. We need to ensure that there is investment of the size, frequency, calibre, whatever terms you may want to use, which would give us the product that we need to deliver here on the ground. The tourism industry, Sir, even though Government can assist in the promotion of Barbados as a destination for travel, at the end of the day, a large part of the visitors' satisfaction depends on the quality of the hotel rooms, the quality of the other built environment as well as our capacity to maintain our natural environment.

In terms of product development, we need to formulate strategies with respect to what new attractions we will have in Barbados, for example, Sir, mention has been made of the re-development plans for Bridgetown and the Carlisle Bay area, the Speightstown redevelopment project, the St. Lawrence Gap project. A review is being made of Harrison's Cave in terms of its sustainable operation to ensure that we do not do any vandalism, even

unintentionally, to that natural resource but also at the same time maximising our benefits from it.

I am making the point, Sir, that a strong policy formulation and product development component is just as vital as a strong marketing component and the missing link so far, Sir, has been having the product development firing in an effective way. There are plans in the Ministry of Tourism to ensure that adequate provision is made to cover these areas and that, we believe, Sir, will suitably augment the marketing effort which we expect to obtain from the Barbados Tourism Authority.

Sir, perhaps, if I could begin to take you through some of the provisions of the Bill. The first and most important one that I mentioned before has been the return of the policy-making function to where it properly resides. That is, with the Minister of Tourism who will be assisted by the various staff there. It is not the role of a Barbados Tourism Authority to make policy. That is the function it was given in the 1993 Act. We do not agree with that. It is the role of the Barbados Tourism Authority to execute policy as directed and that is a fundamental change in direction.

In fact, Sir, the 1993 Act gave a policy-making function to the BTA which really runs contrary to our system of Government in which the Minister is held accountable for policy and therefore must of necessity have authority if he is going to have responsibility. So that, in our opinion, was offensive to the system of government in which we operate. That is more suited to a system in which there are a number of committees over which the electorate and public in general have no control rather than our system of elective government where the Ministers are held accountable for their actions.

11.55 a.m.

Now, Sir, another major change which we can identify in section 4(e) of the Bill seeks to make a change in the functions of the Authority. In fact, there are a number of changes and functions that are made. One such was that the former Act spoke to the conduct of research in tourism and the compilation and publishing of relevant information on the industry. What we are proposing to do is to shift this whole question of the major research function into the Ministry.

Tourism is larger than simply the business of attracting visitors to the island. Tourism, broadly defined, has many other sub-components. Of course, this readily recognises the need for the Barbados Tourism Authority to conduct market intelligence and surveys of that nature to inform the needs of the tourism industry. Clearly you cannot develop a marketing plan and you cannot target

your market sectors appropriately without the necessary background information. But to have the total responsibility for the research function as far as tourism product development resting with the Tourism Authority was, in our view, to divert the Authority from its core business.

In this age of concepts such as out-sourcing and so on, where businesses concentrate on their core function, they stick to what they are good at, and they out-source these other areas. We believe that the research function, in terms of major research on tourism product development in its broader sense, like I said, the Authority would, of course, need to do their necessary market intelligence and things of that nature.

Another change, Sir, in terms of function is we have removed from the Authority the burden which was placed on it to design and advise on suitable educational programmes intended to stimulate interest in and an understanding of the tourism industry. That is, again, a function that needs not rest with the Authority. The Authority will, of course, provide valuable assistance in this direction but, clearly, the Hospitality Institute, for example, is involved in tourism training and that is not run by the Tourism Authority.

I am sure the Barbados Hotel and Tourism Association is involved in general programmes of education and training. That does not rest with the Tourism Authority. We believe that the Barbados Tourism Authority, as a marketing and promotional agency, is one of the agencies which will assist in doing this, but it should not be placed high up on the list as one of their primary functions. Again, there are functions that will largely be performed by the Ministry of Tourism, or whatever agency they may determine.

Now, Sir, there are some other changes, as we look through the Bill. For example, in section 4(i) reference is made to the registration, classification and grading of restaurants and catering establishments. No mention is made of the licensing of such establishments. A change has been made to what becomes 4(g) of the Bill to allow the Authority the capacity to license those establishments.

While I am on that question of granting licences, you will also notice in the Bill that the detailed terms of procedure for the granting of such licences has been transferred to the Regulations of the Bill. We believe that these pieces of legislation must come properly drafted, and that the Regulations to the Bill are the fit and proper place in which the details of matters relating to licensing of tourism establishments and the like should be made.

Another major change, Sir, which I have made reference to already – I will draw attention to it – is

section 5(1) which speaks directly to the question of the role of the Directors of the Authority. The old Act indicated that there should be established a Board of Directors of the Authority which would be responsible for the policy and general administration of the Authority. As indicated, we are proposing to amend that so that it says that the Board of Directors shall be responsible for the execution of the policy of the Authority and the general administration of the Authority because, as I indicated, policy really falls within the domain of the Minister and the Cabinet acting on behalf of the Crown.

Now, in terms of the process for giving effect to the policy of the decisions – the staff of the Authority – the current Act makes provision for a Chief Executive Officer and a Deputy Chief Executive Officer. We have sought to allow for some greater flexibility in terms of the designation of these posts. This Bill makes provision for the Minister of Tourism to appoint such persons as may be designated by the Minister.

In the Bill reference is made to a Chief Executive Officer in the generic sense of the word as being the person in charge, but the name by which that person goes, how that person is styled, is not spelt out in the Bill because we are not of the view that one should necessarily have to amend a piece of legislation in order to give a title to a particular office. Titles will come and titles will go. The functions are critical. From time to time the preferred nomenclature will change. There was a time when most people were simply referred to as Managers but then we had changes in names where people were referred as the Chief Executives. They went away from Manager to General Manager, then Managing Director became the favourite term. Now everyone is a Chief Executive Officer.

As a matter of fact, Sir, you would be interested to learn that in New Zealand they no longer call the administrative head of a Ministry a Permanent Secretary. They call them Chief Executive Officers so that from time to time name changes will be made, and to structure a piece of legislation such that one has to amend for the slightest of reasons, such as changing the name of a post, is really to have a situation in which the legislative process becomes cluttered by what are essentially small matters.
12.05 p.m.

Also, Sir, from time to time the structure of the authority may need to be changed in order to provide for greater efficiency and effectiveness. This is accommodated in terms of the drafting of this Bill. It would allow the

Authority, with the approval of the Minister, greater scope for the restructuring activities which would be necessary from time to time.

The whole question of the styling of these individuals will not form part of this Act, if approved. In fact Section 9(2) of the Bill states:

"The chief executive officer of the Authority, by whatever name called, is subject to the directions of the Board"...

That clearly indicates that the chief executive officer, as referred to here, is the person in charge. This is not the title. The drafters were careful to use the lower case letters for this chief executive officer, not that he is a lesser form of man, but only to indicate that this is not the title of the post but really the man in charge. I guess that, were the drafters more schooled in modern street language, they may have referred to him as the king man or the boss man and all of us would be quite clear on what it is they were talking about.

But what is important, Sir, is that we are proposing to provide greater flexibility in terms of a determination of the management structure of the institution. So that in 10 years' time for example, if new terminology which is more accepted, which is more recognized in the marketplace comes into vogue, the appropriate adjustments can be made.

The proposal is to style the top management tier of the Authority as Presidents and Vice-Presidents. That may appear to be an exercise in semantics within our context where we tend to style our people largely in terms of Chief Executive Officers, Managing Directors, Managers and so on. But the work of the Barbados Tourism Authority, as redefined, will be largely out of Barbados or largely away from Barbados rather than here. Policy formulation and product development will not be the core functions of the Barbados Tourism Authority. Their function will be to burn shoe leather and attract visitors to the island of Barbados. The principal markets from which we will be seeking to draw these people recognize the titles of Presidents and Vice-Presidents of organizations. Because of our difference of interpretation of these terms sometimes, I know of cases where Barbadians, be they business people or ordinary folk, meet someone who says that he is President of X, Y, Z corporation out of Milwaukee in the US and because their exposure to President is largely in terms of a President being a head of Government in one country or another, the United States for example, they consider that this fellow must really be a big and important fellow.

But in the same way how immediately on incorporation of a company here, even if you do not have two pennies beyond that, Sir, one can style oneself managing director here in Barbados, you can be managing director of a company that does \$100 a year turnover, you can also be President within the context in other countries of an extremely small company. It is a title that they use but they recognize that when you are the President, you are the person who functions as the Chief Executive Officer of that company. In fact, there are many companies in which they have both titles of President and Chairman, Chairman being Chairman of the Board, the President being the Chief Executive Officer of the company. The choice of those terms is really meant to allow for the proper recognition of those individuals in the markets in which they will do their business of marketing and promotion.

Sir, that flexibility that we are asking for in this proposal is meant to recognize that we are in a transient world. It is meant to recognize that the terms which are popular today will not necessarily be popular next week. It is meant to recognize that the countries which are our principal markets today may not be those which are our principal markets 20 years from now. It is conceivable that, in order to ensure that we have appropriate market recognition, that we may very well change the titles to suit the situations in which we are in. This is not new, Sir.

We have other offices overseas, be some of them in the diplomatic area or in some of the other promotional agencies overseas where titles are used which give persons the appropriate market recognition which they need to get through the doors on which they will want to knock because it is, essentially, a matter of the use of a language and a culture and unless you give someone a title by which they would be properly recognized in the places in which they seek to do business, you could be reducing your effectiveness in that area.

But, Sir, let me move on to one or two other areas which I may want to highlight in terms of some of the Amendments that we are proposing. The finances of the Authority. The Authority, up to now, has been funded, exclusively, by the state. But there may very well come a time when additional sources of funding may have to be considered. Again, the Act seeks to anticipate that by giving the Authority the capacity to generate funds from additional sources. It also recognizes that the Authority would need the capacity to acquire real property, not that it is a core function of the Authority. I am sure the Authority will not be constructing any hotels. The Authority will not be seeking to engage in the activities which are properly under the domain of the Barbados Tourism Investment Corporation. But incidental to the execution of its own function of marketing and promotion,

it needs to have the legal basis on which to raise funds, acquire property, dispose of property and things of that nature.

12.15. p.m.

Sir, the Bill also seeks to more clearly define, in order to improve accountability, the manner in which the accounts of the Authority are to be maintained. The former Act, Sir, of 1993 makes reference to the keeping of proper accounts by the Authority, but we consider that to be a bit too loose a manner in which the business is to be conducted, Sir. The Bill proposes to make specific reference to the keeping of the accounts according to generally accepted accounting principles and this removes any doubt, Sir, as to the format in which these accounts are to be maintained.

Sir, as far as the other aspects of finance are concerned, the need to seek the approval of the Minister of Finance for receipt of loans and so on has been maintained as is standard in other Statutory Corporations.

Now, Sir, one other area in which there has been some changes relates to the question of the preparation and submission of a Tourism Marketing Plan. That Tourism Marketing Plan, according to the old Act, had to be prepared in consultation with the Tourism Advisory Council. That was specified, Sir. What is being proposed, Sir, is that an annual tourism marketing plan be prepared and of course, Sir, consultation of the widest possible manner, not limited to the Tourism Advisory Council, would be engaged in. It averts a situation in which a tourism marketing plan is stalled because of any difficulties, Sir, which there might be between the two entities getting their act together.

Also, Sir, the function of the Tourism Advisory Council is not to advise the Barbados Tourism Authority. The function of the Tourism Advisory Council is to advise the Minister on any or all matters relating to tourism, recognising that tourism is more than simply attracting visitors to Barbados, so that the Tourism Advisory Council in advising the Minister would focus on areas of product development, getting new attractions into Barbados, looking at issues of the environment, education, training, crime, any or all of those areas that relate to tourism. While, Sir, if the Tourism Advisory Council were simply to be an advisory body to the Barbados Tourism Authority then their advice would really have to focus on the core business of the Authority with the promotional marketing of Barbados as a tourism destination. That would severely limit their functions.

Sir, the other matter relating to marketing plans, Sir, must be submitted to the Minister on an annual basis. I will get back to that, Sir.

This marketing plan, Sir, previously was required to be submitted 5 months into the year. But, Sir, a marketing plan which is submitted 5 months after the fact, really serves no useful purpose. The intention is to remove that time flexibility and have the matter treated as one of immediacy and urgency.

Sir, another change is that in terms of the annual report of the Authority the old Act requires that the annual report contains the marketing plan. But, Sir, we have deleted that section requiring that the tourism marketing plan be included in the annual report because your tourism marketing plan should be your most confidential document because of its strategic value. You do not, Sir, prepare your business plan for next year, or your 5 year rolling plan or your 25 year strategy document and then circulate it to the public.

The annual report of the Barbados Tourism Authority, just like annual reports of all the other tourism entities around the Caribbean and around the world, are documents which are very much sought after and we did not think it would be in Barbados' best interest to let the Cayman Islands, the Bahamas, St. Lucia, the Seychelles, Mauritius, Nairobi, Hong Kong or wherever, know exactly what we are planning, what markets we are planning to target, what numbers we are aiming for, those are matters which obviously have to be kept confidential.

The Annual Report, Sir, must be laid before Parliament. What is required, Sir, is that an assessment be made of the marketing efforts undertaken during the period under review but the tourism marketing plan, Sir, which was described in section 21 of the former Act, Sir, and required that the plans should serve as a guide for structuring the programme of tourism promotion and visitor activities for the succeeding year, that is the year to come, and specify the aims of the programme and outline the methods to be employed to accomplish those aims, that, Sir, would be telling the whole world what we are planning to do and we do not propose to do that. That would be tantamount, Sir, to shooting ourselves in the foot. At least, Sir, if we must thank God for small mercies, the last report which would have been prepared for this period did not contain the tourism marketing plan as required by the law as it stands now, so we should be at least thankful that they were slightly in breach of that particular requirement. But we are removing the need to be in breach of that requirement by removing the requirement so that the Tourism Marketing plan which is the key strategy document and which even those of you here who are involved in business for example would recognise that even in terms of the circulation your business plan, your strategy document, it is not necessarily circulated at all levels of staff for that matter. Staff are given extracts and given guidance appropriate to their own particular function. So

that the tourism marketing plan is required. It will be maintained. It is necessary but it will not form part of the Annual Report as required under the former Act. As I indicated earlier, Sir, sections related to licences have been largely removed to the regulations and that is where they properly reside.

12.25 p.m.

In terms of the structure of the Board of Directors of the Authority, you will notice in the Bill which is before you, Sir, that the number of persons has not been specified. You will notice also that the greater flexibility is being proposed as far as the period of service is concerned. This again is to allow for a greater flexibility in the exercise of judgment there without running into some of the difficulties which one experiences, for example, as far as having some periods of appointments which are too long, and in the case of some difficulties one does not have enough room to manoeuvre as far as taking care of some Directors, but also sometimes the limit which is placed on the number does not allow the organisation in question to draw fully on the range and the breadth of available talent which will be of service to the institution.

Another change, Sir, is that the composition – I have spoken to the role of the Tourism Advisory Council – but the composition of that Tourism Advisory Council has also been expanded to include the Comptroller of Customs. That was one *ex officio* post that was erroneously left out. We are of the view that the Comptroller of Customs plays an extremely vital role in broader matters related to tourism and that to have an Advisory Council which would speak to any or all matters affecting tourism without having that important function there would not be in the best interest of the proper functioning of the Advisory Council.

You will recognise, Sir, that one of the sore points that arises from time to time as far as travel and tourism relates to the warmth or otherwise of the welcome at the airport. Also, in terms of the continuing operation of tourism establishments, some issues of a Customs related nature do arise from time to time, and we thought that the opportunity would be taken to include the Comptroller of Customs as a major player in this Tourism Advisory Council.

Those are some of the specific amendments to the 1993 Act, Sir, to which I want to draw your attention. They were sufficiently wide ranging as to require us to use the format whereby we would repeal the existing Act and provided a new 1995 Barbados Tourism Authority Act, as opposed to having a 1993 Act and substantial amendments existing elsewhere.

Sir, before I close I would want to draw your attention to a few other matters. I want to draw

your attention to a number of programmes which are being executed by the Ministry of Tourism in terms of the continued development of the sector. Currently there is institutional strengthening going on not only at the Barbados Tourism Authority, of which this particular activity today forms a part, but also within the Ministry of Tourism where we have, for example, from the Caribbean Development Bank a very highly respected person, knowledgeable in tourism research and very well respected in the industry, who is on loan for several months to assist the Ministry in improving its research capacity. That is part of the institutional strengthening programme in the Ministry. The Ministry will also be making use of private sector service providers as far as the actual conduct of fundamental research which is required.

It cannot be stressed enough that we need to have feedback on Barbados' tourism product such as provided by the Barbados Visitor Satisfaction Survey, which I am sure some of the issues raised then will be raised later during this debate, but we also need to look at identification of new projects for which we can seek investors, all in an attempt to diversify the product offerings in Barbados.

Along this line, for example, Sir, one of the projects which has been identified and which is being actively promoted by the Ministry of Tourism has been the Carlisle Bay Redevelopment Project. That project will see a rebirth in the Carlisle Bay area. In fact, the project really stretches from the area of the Hilton Hotel through to Brandons beach. It is born out of the recognition that apart from the obvious lift which the people of Barbados would received from having a Bridgetown which is worthy of being our capital city, in terms of our tourism, if we are promoting long stay tourism, part and parcel of that, along with cruise tourism, which I will get to shortly, but the ultimate aim of tourism is really to increase your earnings from it, it is not simply playing the numbers games in terms of arrivals. Four hundred thousand long-stay, back-packing tourists a year is not the same as 400 000 executive visitors a year or movie stars. At the end of the day their benefit to us is not at the toll gate at the airport when we count how many they are, but it is really what they spend here in Barbados. One component of that is the market niches which we target, but the other component is ensuring that once we target the right market niches we are able to attract people with money and that we do all that is necessary to encourage them to leave their money in Barbados once they are here, so we have to provide activities and services.

The Bridgetown Project is one partly out of two or four reasons, one being the aesthetic value and the other being the fact that the duty free sector, in terms of the sale of gift items, craft items, is important as well as the

cultural and artistic area of activity. This project for the redevelopment of the entire Carlisle Bay area, which in fact has been designated as a special developed zone, for which a suitable package of incentives will be offered for the creation of certain approved projects, mainly new projects in the tourism related areas, will allow for a positive impact to be obtained by the visitor who, for example, walks off the cruise ship. I am sure, Sir, that if you were to take a walk from the Bridgetown Port up to Broad Street, you would agree, that is if you survive the traffic making the crossing by the IDC, that it is really not an impressive walk. It is clean, except if the abattoir acts up. Generally speaking, it is clean and with a few adjustments it will be safe on that crossing, but if we are promoting cruise tourism, we need to develop that area in recognition of the fact that we would have scores of people daily making the walk from the Bridgetown Port up to central Bridgetown. 12.35 p.m.

We also recognise that if we have scores of people making that walk the opportunity should be provided to relieve them of some of their funds as they go along, not as is currently done now, Sir, by some other means. Certainly, we want to have entrepreneurs, the small business people, being able to make some gains from the fact that these people are passing by and so on.

Sir, one of the important things which is recognised by this Carlisle Bay project is that business opportunities will arise if we are able to provide larger numbers of visitors in concentrated areas. So that if there is a hotel in Bridgetown, if more attractive areas for leisure and relaxation are created, for example, the greening of the Lower Green or a redevelopment of the Independence Square area to make it more attractive than being a car park, rerouting of traffic in the city to allow for more pedestrian streets and therefore more leisurely movement around the city...

If we are able to remove the eye sores of the old town hall and instead replace it with cultural centres where the arts are able to provide outlets for display and sale of items, if we are able, in a comprehensive way, to provide a corridor along that Carlisle Bay area in which there is concentrated activity in terms of restaurants and services and sales and a place of beauty, then you will find that the opportunities for business expansion are greater and we will really get to the stage where we can reap the real benefits of tourism. The benefit of tourism is not just the numbers, but it is the spending, and we must create those opportunities for increased spending if we are to truly benefit from tourism.

A similar project is being undertaken for Speightstown. Speightstown has long been of romantic value to us. In fact, I think the only area in Barbados

that has out-done Speightstown as far as romantic aspirations for development go would be Six Roads. Six Roads is one of those areas where people always think perhaps something new could happen, some grand development could occur.

We are happy that Speightstown, which has still retained much of its character as a small town, providing services and amenities but still of some significant historic value, that that project is progressing well and that the Speightstown tourism project will provide an opportunity for the earnings from tourism to be spread so that persons in various areas of the island would be able to achieve the benefits.

Of course, Sir, you are aware of the plan for the development of the St. Lawrence Gap area again as another means of enhancing some of the activities which are available as well as assuring safety and comfort and the like. There are also, Sir, a number of heritage and nature based tourism projects which are being either initiated or enhanced at this point in time. There are a number of project proposals in hand relating to the Graeme Hall Swamp area. That area is our only remaining mangrove reserve and there are a number of plans to develop eco-based tourism projects which would in no way do any harm to the environment there.

There are a number of heritage projects as well. In fact, the Barbados National Trust has long been a leader in this area and the Government proposes to continue working with the Trust in order to enhance its ability in this area. In fact, one of the latest projects the completion of which we look forward to, its continued expansion being completed in phases, is the Tyrol Cot project. Tyrol Cot you know, Sir, has some significant historic value and what is being proposed again demonstrates the diversity of Barbados' tourism project.

It is being proposed to have a chattel house village to form the foundation of what are essentially sales and services oriented activities. It is not there for show only. It is only in terms of product development in Barbados, an important function the Ministry of Tourism will have, and which is necessary in order that when the revitalised and restructured and successful Barbados Tourism Authority attracts the bodies here that we can maximise our earnings from tourism.

The Ministry of Tourism, working either of itself or through other agencies, will seek to have the product developed on the ground with its heritage based strict environmental projects ensuring that we have a very vibrant and active support sector for cruise tourism. Whatever the product might be, Sir, the product development is important as a useful adjunct to this tourism area.

Sir, in concluding, I would want to seek the support of Members in this Barbados Tourism Authority Bill, 1995. The Bill, Sir, seeks to clearly define the role of the Barbados Tourism Authority as a marketing and promotional agency. It seeks to give it a new legal framework within which to effectively and efficiently carry out those activities. At the same time, Sir, the Government has instituted a new management structure and proposes to appoint new persons to positions of management to drive this marketing and promotional thrust; but we recognise that that is not the end in itself.

We recognise that what happens here in Barbados in terms of the availability of the number of hotel rooms, in terms of the quality of those hotel rooms, in terms of profitability of the hotel sector, in terms of the quality of the environment, our social stability, our level of crime, the availability of attractions, the opportunities for Barbadians to make a living from tourism, we recognise that those are fundamental and, along with the passage of this Barbados Tourism Authority Bill, the institutional strengthening, and the redirection of the activities of the Ministry of Tourism will, in our opinion, result in a more active, vibrant and, indeed, a more successful tourism sector in Barbados.
12.45 p.m.

I beg to move that this Bill be read a second time.

SUSPENSION OF SITTING

SENATOR THE HON. R. R. FARLEY: I beg to move, Sir, that the sitting be suspended until 1.45 p.m. today.

The question that the sitting be suspended until 1.45 p.m. was put to the SENATE and agreed to and Mr. PRESIDENT suspended the sitting accordingly.
12.48 p.m.

RESUMPTION

Mr. PRESIDENT: This sitting is now resumed.

SENATOR C. A. MASCOLL: Mr. President, this is indeed a critical debate, but the more I listen to the presentations on the Government side, both in the Lower House and in the Senate, the more convinced I am that the administration comprises of a number of grandmasters at boiling old soup and, indeed, this is precisely what is happening in this debate as well. More importantly, the heat is at a very low level and is taking long to simmer.

I just want to suggest that there are quite a number of issues to be dealt with in this debate and, in fact, the presentation by the Leader of the Senate parallels that of the Minister of Tourism and, therefore, it opens up

a number of weak points which I will seek to attack in this debate. I also noted the complete absence of any mention of the salaries paid to the executives at the BTA.

I will now proceed to look at the main points made by the Leader of the Senate, and to deal with them first, before I even go into my speech. So this could be one of those sessions in which I take every minute of my time allotted to me.

The whole question of management and efficiency was seen as an issue that this legislation is seeking to address. In fact, in the spirit of the whole question of public sector reform which has been suggested before over the last 2 to 3 years, and is now being embraced by the Barbados Labour Party administration, I wish to suggest that this move at the BTA is inconsistent with the whole notion of human resource development, and it is simple.

There are basically 3 areas in which I can demonstrate that. First of all, in light of what is happening, or should be happening in the Civil Service, I would have thought that the first thing the Government would have considered would have been a skills audit, that is, an audit of the entire set of skills across the different Ministries and across the entire Civil Service. In fact that should have been the first point of departure because, in the absence of that, it is going to have implications for the morale across the Civil Service.

Now, the other thing that relates to that is the comment made by the Minister in her presentation in the Lower House when she said that only 2 members at the Ministry of Tourism, or, in fact, 3 are in the area of tourism – and that is a serious thing to suggest because it does suggest that there is hardly any amount of talent in the Ministry that is worth pursuing.

Mr. PRESIDENT: Senator, as usual I hate to interrupt you but I think you have to be very careful in referring to speeches made in the Other Place, anything that might reflect on the conduct of Members of the Other Place except in the case of a substantive motion for that purpose so I just ask you to be mindful of the relevant Standing Orders and the practice in Parliament.

SENATOR C. A. MASCOLL: Mr. President, it would be hard though to make a substantial commentary on this Bill without making reference to some of the comments by the Minister, because the entire focus of the legislation, the reform, is supposed to redirect the whole question of policy. In fact it is supposed to be relocated in the

Minister, so I would avoid mentioning names, but I will certainly have to allude to a number of things said then. The management and efficiency question, as I have said, is at the heart of the legislation as part of the reform.

I initially said that a skills audit should have been conducted across the Civil Service. What you are saying really is that it is possible to identify in the pool of resources which we have in the Civil Service people who can make very meaningful contributions in the area of tourism. I say that because, even as an art, tourism has not developed fully in terms of anyone suggesting that they can go and do a course of study in tourism without, in fact, conducting a course which borders another discipline, the area of management, the area of accounting, the area discipline of marketing. There is no real area of tourism. Tourism has a number of component parts and, as a consequence, one is saying that you would have to be looking for varied skills and very wide skills in the whole question of management.

I am not managing the tourism sector. I am not convinced that the 3 individuals who have been brought on stream bring any special or particular skills to the Ministry that could not have been found somewhere within the walls of the Civil Service because it reflects very badly to suggest that if you pay "cheap" salaries you get "cheap" persons suggesting therefore that other persons within the Ministry are, in fact, incompetent and do not have the where-with-all to conduct the services which have to be provided within the Ministry of Tourism. That is indeed quite an astonishing statement to make because it reflects very badly on the civil servants and especially those within the Ministry of Tourism. In fact, it reflects also on auxiliary boards such as the BHTA and others in Barbados that we cannot find people whom we regard to be sufficiently qualified and competent to pursue that task. There is absolutely no evidence at all that these individuals bring that kind of skill. In fact it is well known that individuals have been employed other places where you get a basic salary and then you get a compensation based on your output or your productivity and that those individuals failed in their previous task. It is well known. I cannot call names in the Chamber but it is very well known. In fact, the former boss explained that they were quite surprised to hear that Barbados had, in fact, decided to take on board individuals who had failed in their endeavour and similar areas of endeavour.

1.55 p.m.

To tell me that you are seeking, in the legislation, to improve the management and efficiency in the BTA does not sit very well. The whole question of internal equity. How do you justify having the disparity at the top with the middle management which you will now have within

the BTA? How do you justify telling a lower staff member, a member at the level of say, Manager of Public Relations that he cannot aspire to be a Vice-President or President within the Barbados Tourism Authority. You have therefore created a gap of proportions that can very well destroy the whole question of morale and motivation within that organization.

I have grave difficulty in understanding how, in fact, we can be saying that this adjustment in legislation is going to bring about greater management and efficiency. Efficiency requires inter-relationships within the organizations. It requires certain kinds of inputs to bring certain kinds of outputs. That is all efficiency is about. How do you maximize your output, based on the management of the inputs? If you are saying that you are creating such gaps, how can you ask the other members of staff within the BTA to go along with the view that they are cheapee paid so therefore they are cheapee in terms of what they give?

In terms of the external equity, across the Civil Service, there is a number of areas in which people more qualified – I can call a number of people with PhDs in Barbados who have been doing their work for long years and have demonstrated a capacity way beyond any person who has been recently hired at the BTA – and you are saying to me that those individuals are not in a position where they should be given higher levels of remuneration?

I will go on to discuss the issues as I see them fit. The whole question of the Central Bank? How could the BTA which is unique because of its position... It is unique because of this reason. You are in fact marketing a product for others to benefit from. You are in fact putting resources into a system where you cannot measure exactly the returns. That is what the BTA does. It puts out there that Barbados is a good place to come and the hoteliers get the benefit as a consequence of it. How do you tell me therefore, that the BTA is in a position where they can, in fact, do all this good and be able to put all the inputs and get the output and therefore increase the efficiency and therefore justify the level of remuneration within the BTA given to these individuals? That has to be a joke.

The whole question of strong policy component. You are going to remove the policy, from the BTA, to put it in the Ministry. And you have admitted that there are 14 individuals within the Ministry of whom only 2 are in fact trained. This is supposed to be a policy shift. I am saying to you that there is precedence in this area. The Central Bank of Barbados has the responsibility to formulate monetary policy on behalf of the Government of Barbados. Why is it not the case that that responsibility for policy is taken away from the Central Bank of Barbados? Why is it

not the case? It is because the expertise reside in the walls of the Central Bank and therefore is much better placed than politicians who have just come on board anyhow to give expression to monetary policy in Barbados. Politicians whom we all know, overnight, become gurus who are not trained in the areas that they ...

Aside.

SENATOR C. A. MASCOLL: ...have immediate responsibility for. How do you justify therefore suggesting to me that you are going to take away the responsibility of policy from the BTA but you are going to give it to a Ministry headed by an individual who has not demonstrated any competence in the area of tourism? How do you demonstrate that? That same individual has criticized the Ministry for not having the competence, within the Ministry, since there are only 2 persons trained in the area of tourism. How do you justify that?

I am going to deal systematically with the presentation of the Leader. We hear about product development, a return of the policy-making function to the Minister and the BTA to execute and not formulate. Let me suggest to the Senate that, whereas you are taking in excess of \$400 000 to give to 3 individuals that it would have been a much better policy, to my mind, to take individuals on the Board, give them a semi professional position, give them the required compensation and therefore allow them to contribute in a more meaningful way to the development of tourism in this country. They are on a Board which is supposed to be handling the execution of policy and that those individuals should have been... These 3 individuals do not want any \$500 000 or \$1/2 million dollars a year. To do what? They cannot. I would put my head on the block and say they cannot turn around the tourism industry. Three individuals. It is nonsense.

Aside.

SENATOR C. A. MASCOLL: Team what? I am saying to you that it would have made more sense for that amount of money to be distributed more effectively across Board members, making board members semi professional and required to take care of particular areas.

We have individuals in today's world who can work and take the additional time off to make a more meaningful contribution at the level of research and direction in the areas of marketing, management, finance, product development, in all of these areas within the tourism sector.

I am saying to you that that Board which is going to be in charge of the BTA could have been entrusted with more responsibility rather than less. There is no evidence at all that the quality of personnel, according to

the Minister, is available in the Ministry. Not my words. How are you going to transfer policy from a BTA that should have been more competent to a Ministry that does not have resources? I will deal with that later. The whole question of product development. The tourism product is a very special product. That is why I alluded to the fact that it cannot be either said that you go and train just merely in marketing or you get training in management or that you get training in some other area. The tourism product is indeed a set of experiences whenever you could not go anywhere. There is the environment to consider, physical, social and cultural elements of it. The activities. What do you do when you get there? The travel. The accommodation. The services. The infrastructure. A whole gamut of things comprised of a tourism product. And therefore people professing to be gurus in the area of tourism are really professing not to understand that it is the one area of expertise that requires a whole cadre of professionals to deal with it adequately. And that is the context in which I am saying that no one individual or three individuals can turn around an entire industry. You have hoteliers in Barbados with a certain level of competence who have to do the work, who have to promote Barbados, who have to see that the product is upgraded, who have to see to it that the services are provided. Are you telling me now that 3 wise men will come to town and turn an entire tourism product around as a consequence of this kind of remuneration? This is absolute nonsense man.

2.05 p.m.

Aside.

SENATOR C. A. MASCOLL: Product development? It is absolute nonsense to tell me that. I cannot see it. The Barbados Tourism Authority has a limited budget, \$28 million which is allocated in a way which we would all like to see better disbursed or distributed towards marketing but there is an excess amount which goes into the area of administrative costs. There is also the belief that there are too many persons at home and you should really be in the area of sales and therefore we should redirect some of the resources towards the market. That is understandable but that does not require remunerating individuals up to this magnitude.

These individuals who are so called responsible in an area for foreign exchange earnings. What foreign exchange earnings? All of a sudden this country has belittled itself to believing that tourism alone can take us forward. I have said it before in here, that tourism alone is the way to go. All we have to be concerned with is foreign exchange and that the whole quest for foreign exchange should guide us to formulating policy which more or less castrates us. That we should be bending at the knees to accommodate this area. This is a short-sighted thing.

I am not suggesting that foreign exchange is not important. I am saying your policy initiatives should not all be geared in such a way that you allow one industry to cripple to the extent that you give all kind of resources. Now you are setting examples, unprecedented examples, in the area of remuneration. These individuals are being paid more than a Central Bank Governor who is responsible for managing the foreign reserves, the same foreign reserves which we are hoping to build up, and the Prime Minister who is responsible for managing the affairs of Barbados. These individuals now are getting more money than those individuals at the Central Bank. The Central Bank makes profit almost every year – \$30 million, \$20 million, \$50 million, \$12 million – and still they are not compensated to the magnitude that these fellows are compensated. You have individuals at Central Bank, extremely well trained, extremely highly qualified in their areas, and have been doing an outstanding job, contrary to the Minister's view and that only goes because of a certain level of misunderstanding. A number of people who deal in the area of tourism do not understand how tourism is calculated for GDP purposes and therefore they will do just like the Minister in this area, look to see that there has been an increase in arrivals and therefore suggest that that should have translated into a higher contribution to the gross domestic product.

It does not work that way. It does not work according to how much money the tourist spends, it works according to bed nights, length of stay and other areas. Although tourism is the most important sector in Barbados it only contributes 14% of the gross domestic product. It earns the most foreign exchange but because of the calculation only contributes 14%. So when you say that the Central Bank is suggesting that tourism is not doing well, they are not showing a good picture, they can only show what the figures show. Stop criticising the Central Bank unnecessarily on these issues. Try and understand, as managers of the economy, how the economy functions, but stop looking to people who are very well trained, people who are well qualified, and criticising them for nonsense. It is up to you, the managers of the economy to understand how the economy functions and how it works but do not criticise the Central Bank individuals all of a sudden because the staff is now younger on average than before and there has been some movement away ...

Aside.

SENATOR C. A. MASCOLL: A petty point, it certainly is. That is nonsense. Changes in function. You have a question here where you are talking about institutional strengthening and it is supposed to be the case. Now, listen to this. You are now seeking to establish a greater research facility within the Ministry of Tourism. With whom? The same incompetent people as has been

described? How are you going to do that? How are you going to all of a sudden set up a research centre within the Ministry of Tourism when you have admitted that there is no quality in the Ministry of Tourism? This is a slap in the face of those individuals. It is unreasonable to do that.

SENATOR THE HON. P. C. GODDARD: On a point of order, Mr. President. I do not recall anyone talking about incompetent people in the Ministry.

SENATOR C. A. MASCOLL: That is a relative concept. Good and bad, all relative concepts.

Mr. PRESIDENT: Senator, I thought that was coming out of your head that you were saying that there were incompetent persons.

SENATOR C. A. MASCOLL: Oh, I said somebody said that. Not me. I am inferring.

Aside.

SENATOR C. A. MASCOLL: Hearsay? It is important that when these things are said that they come from the top and you cannot ask for a better place than to be on top. In certain circumstances it may be best to be at the bottom but that is different.

Institutional strengthening in terms of research. How do you demonstrate that? How do you suggest to me, in an area as complex as tourism, that you are going to set up a research centre in the Ministry of Tourism? To do what? And to research what? To research the product? To research marketing? You would need a whole cadre of individuals to do that. It must be understood that tourism is a very complex product. It is not a simple thing like manufacturing a shoe or a shirt. It is a complex product that requires an understanding of all the facets of tourism. It is not a manufacturing entity, therefore you cannot establish a research department just merely in the tourism sector, without resources, especially since you regard that there are no competent persons within the Tourism Ministry.

It is a very complex thing and we are taking it lightly because we do not seem to understand it. We do not seem to understand how complex it is and this is why we have had the sort of fluctuations which we have had over the years. I am going to come to that issue.

We are now thinking about developing all kinds of vision all of a sudden, Carlisle Bay and everybody is going to develop from up there to down here, and you are going to sell all kinds of things to the tourists. I want to know, in light of this, what is your position, re all-inclusive

properties? Because if indeed you are going in that direction where these fellows predetermine what the tourists would consume and you set up all of these things along the coast, who is going to buy them? You had better look at policy.

Since you have decided to take back your policy you should look at it because you can set up all kinds of structures all over Town and St. Peter and Oistins and other places and if you do not understand that the market is driving you towards all-inclusive properties and that the same people whom you are designing these products for, and these marketing strategies for, could easily say to the tourist up there, I have a product here ready for you which does not include any purchasing of any craft from anybody along Carlisle Bay when it becomes more than a vision but a reality. I have my difficulty with it too.

Aside.

SENATOR C. A. MASCOLL: Well I was on top. Understand the whole question too of developing this stretch here and Bridgetown, yet still this is the same Government which only two or three months ago decided to tax the duty free shops and made the duty free shops more expensive. The Government is painting all kinds of pretty pictures without understanding the bigger picture and there is so much confusion that I am becoming convinced indeed that this effort at the Barbados Tourism Authority may be an effort really to upgrade the Minister of Tourism in relation to the Prime Minister.

Mr. PRESIDENT: I am sorry, I do not think you can reflect on the conduct or the motive or the intention of a Member of the other place. The rules on that are very clear Senator.

SENATOR C. A. MASCOLL: Let me withdraw. But the issue is, how do you suggest that you are going to be having all kinds of duty free enterprises setting up along Bridgetown and along Carlisle and still you are introducing other measures to make them more expensive and uncompetitive. Again, this is...
2.15 p.m.

SENATOR THE HON. P. C. GODDARD: On a point of order, Mr. President. Is the Honourable Member suggesting that the duty free operations are more expensive than any other location in the Caribbean or any other location? If so, he will have to bring some evidence because to my knowledge this is not a fact, Sir.

Mr. PRESIDENT: I do not think that is a point of order.

SENATOR C. A. MASCOLL: Indeed, Sir, I hope you are taking note of the time because in this particular debate I need all the time I can get.

Mr. PRESIDENT: I do not think that we do extra time in this, Sir, not as far as I know.

SENATOR C. A. MASCOLL: The other issue is that you hear one set of talk and all of a sudden you hear that Barbados is going to become a place of culture, a Town Hall will be developed, the Empire Theatre will be developed, and everything in site will be developed as a cultural entity, all of a sudden as though you can programme culture. Culture is a bottom-up thing. Culture does not all of a sudden come down because of a policy directive by a Minister. Culture is something that comes from people. It is an experience. It is an experience and it is an understanding. It is a way of life. Culture cannot be imposed. You can bring people to sing opera at the Empire Theatre and all kinds of things. I am becoming so convinced that this administration has already lost its way after just over a year. There is no bridging at all and no consistency in policy. It is madness whenever you look at it. Today one fellow gets up and say this sounds good. The other fellow gets up with a country position not recognizing that because there is no person heading the team and therefore you do not see the consistency that you should be seeing. My good friend on the other side must be worried about this whole effort at the BTA. He is once more marginalized. Oh, he has to be.

I go further. Regarding the whole question of educational function, this is now being taken away from BTA as far as I gather and being given to the Ministry.

Certain remarks made by SENATOR C. A. MASCOLL were asked to be expunged from the record by Mr. PRESIDENT.

SENATOR C. A. MASCOLL: The educational function all of a sudden has shifted from the BTA into the Ministry, the Ministry without resources but is now capable of performing all kinds of functions on behalf of the people of Barbados. Again, there is difficulty in understanding that.

The question of registration and classification of function and licensing, now my friends this is an area that needs very good investigation. There are a number of small properties in Barbados which if you were to go on the more recent Act cannot qualify for classification because the electrical systems are outdated. They just cannot. So when you come to this area, it is an area that needs rethinking. A number of properties are operating without the required standards because you are going to be asking them to completely dismantle what they have in existence

and they will have to put up completely new structures in the area of electrical inspection. They cannot pass now on whatever grounds.

Regarding the whole question of health and insurance, these are areas where I do not think the Ministry should be concerning itself with this kind of thing. I think the Ministry should see to it that on the basis of an insurance policy that certain prerequisites are met in terms of electrical and in terms of the whole health thing and take this responsibility out of the hands of the very limited hands of the Ministry of Tourism to perform. I am speaking from a position of knowledge having chaired this particular committee.

Aside.

SENATOR C. A. MASCOLL: And the whole question of renaming the post at the BTA. Now there are two sides to this thing. In the United States people feel good being called Presidents and Vice Presidents and even at the level of the private sector. So it is a good thing to call one a president so that when he goes overseas he is far more recognized than the Minister. The United States is a place of BS syndrome really, name calling and people getting up and looking pretty but not completely understanding quite what they are doing. That is what this whole thing is designed to do. But the other side of the coin is that in order to unseat the existing Deputy CEO it was indeed prudent from the legal standpoint to rename the post thus making that post...

SENATOR THE HON. R. R. FARLEY: On a point of order, Mr. President. I believe the Honourable Senator is imputing improper motives in the construction of this particular clause of the Bill. Because the Bill is not made to unseat anyone. I will ask that he withdraws that statement.

SENATOR C. A. MASCOLL: I am suggesting, Sir, that someone who held the post of Deputy CEO was not permitted to return to the organisation and sent on special leave.

Mr. PRESIDENT: I think you said more than that. There was clearly an imputation and I am asking you to withdraw the offensive reference.

SENATOR C. A. MASCOLL: What unseat? What is the motive?

HIS HONOUR SENATOR C. L. BOLDEN: On a point of order, Mr. President.

Mr. PRESIDENT: I have ruled. I have asked the Honourable Senator to withdraw.

SENATOR C. A. MASCOLL: Mr. President, I will withdraw whatever statement...

You hear talk about financing of the Authority. This is really becoming ridiculous. You have all kind of pretenses now that the BTA will all of a sudden be able to earn revenue and that it will be self-financing in the next 5 or 6 years. This is the impression that I am getting that it will be self-financing. Now I would like to know why it is that a limited staff at the BTA and the Ministry combined, can do which is so innovative – can in fact pull revenue into that organisation within the next 2 to 3 years.

SENATOR THE HON. R. R. FARLEY: On a point of order, Mr. President. The Honourable Senator is misleading the Chamber. No suggestion was made in the introduction of the second reading of this Bill of the BTA becoming self-financing. In fact, it was suggested that in drafting the legislation we need to have wide enough accommodation which will permit the BTA to be in a position to raise some funding. So the Honourable Member is misleading the Chamber by suggestion No. 1 that there was any suggestion of self-financing and, secondly, he indicated a time frame when no time frame was given.

SENATOR C. A. MASCOLL: Well, that the BTA will become partially self-financing. I would like not to be interrupted again, Sir.

Mr. PRESIDENT: Interruptions are possible within the rules of the Standing Orders.

SENATOR C. A. MASCOLL: Foolish interruptions all the time man.

SENATOR THE HON. R. R. FARLEY: Mr. President, I must rise on a point of order. Is the Honourable Senator questioning the Standing Orders? The Standing Orders permit for points of order for other Senators to rise on points of order and I believe more seriously, Sir, the Senator is questioning the Chair. The Chair so far has not made any ruling concerning foolish points of order if there is such a thing. I believe, Sir, that the Honourable Senator is questioning the right of the Chair to preside over the Senate and he should withdraw those suggestions.

Mr. PRESIDENT: I would not wish this debate to degenerate. I think Senator Farley has made a valid point. I will just ask you to observe the rules, Senator Mascoll. Please proceed.

SENATOR C. A. MASCOLL: That was an aside by the way. Regarding the financing of the Authority, it is being said that this Authority will be put in such a position that it can earn revenue. I am saying that if for a

Government which is obviously struggling for revenue that I would like to know what are the innovative points of some that can show to me and the public of Barbados how this Authority can raise revenue in the short-term. It is known that the Government is struggling for revenue. The same people who are deciding to restructure the legislation at the BTA should be sufficiently competent and innovative to find additional means by which the Government of the day can raise revenue and not leave this task to individuals at the BTA who, mind you, will not be in a position to formulate policy, but are now being called upon to formulate methods to raise revenue. Again, it is madness to suggest that you can take away those kinds of functions from a Board, and as I said earlier, this sort of money that is being put in the hands of these three individuals could have been better spent by attracting a semi-professional Board...

2.25 p.m.

Aside.

SENATOR C. A. MASCOLL: That is easy to explain, but I do not have to... by attracting a semi-professional Board at the Authority in order to give greater teeth and greater meaning to the Board and not to take away the responsibility of charting policy from the Board, which is far more competent to do so. A semi-professional Board can do that, so you do not have to give just three people this sort of money who are now expected to turn around the entire tourism sector in a way that could only be done – and it has to be a very significant way – to justify this kind of remuneration. I would not accept anything less than 90% occupancy over the next two to three years, and Barbados has not seen 70% occupancy now maybe since the early 1970s, so I want to know how these individuals can do this. I have all the evidence here, and in fact I have not even decided yet to discuss it. I will discuss it later in my presentation.

The whole question of acquiring property and disposal of property. How is it that the BTA could acquire property? An institution that has struggled for a number of years to have an adequate budget to promote Barbados is now asked to acquire property and dispose of property. Again, this must be a dream. It has to be a dream, this cannot be clear thinking people, it is a dream team anyhow – the dream team, as my good friend has referred to it – to acquire property and dispose of property, and in fact if you check the debates a former Prime Minister of this country during the time of a BTA debacle years ago said that the country was wasting money trying to promote and promoting Barbados overseas, because we do not get the sort of returns we should be getting for it. He said that. What is instructive about that is that the way the budgeting exercise is done in Barbados, on an incremental level, you do it not by programming budgeting, Barbados does not

have programmed budgeting, Barbados has incremental budgeting, so once you have that sort of lack of vision being shown by a former Prime Minister, it means therefore that over the years you had just 2% being added to the budget, whereas it is well respected and recognised that indeed the budget should be increased and should have been increased years ago, but that absolute lack of vision has affected our present budget.

The whole question of the accounts at the BTA. There is one Government organisation that does better than the BTA in terms of the timely preparation of its accounts, and that is the Central Bank of Barbados. So when you are telling me that you are revising the legislation such that this can be done, to whom are you telling that? Are you telling this to me? That this legislation is being revised such that the accounts at the BTA can be kept up to date? There is one institution, as I said, which does better, and that institution should do better because they are fully computerised and they have all kinds of systems in place in order to be able to do better, and they earn profit when the years come. Therefore, they can restock and retool their staff as they see fit, they do not have to come through the Government in order to do it, so are you telling me that you are revising the legislation to make sure that the accounts at the BTA are done more timely? There has never been any accusation down there that anybody has misappropriated funds, and the same individual you are now getting rid of has been responsible for that for quite a long time and has done the job very effectively. So do not come the line that the Government is now seeking to amend legislation to get better accounts in place. Where? Not at the BTA! Impossible!

The whole talk about a Tourism Marketing Plan. The Leader of the Senate was really out of his depth in discussing this, because he was confusing the whole concept of concealing a marketing plan when he really should be talking of concealing a strategic plan. Sharing a marketing plan is not a problem. How can you market Barbados and not share the marketing plan with the hoteliers? How can you have a marketing plan to market Barbados and the hotels in Barbados and not seek to share that plan with the hoteliers? More importantly, all the people in Barbados who own hotels are not Barbadians and they have properties in other places. So you are telling me that if a property owner in Barbados gets the opportunity to see a marketing plan in Barbados he will go and tell the persons in the Cayman Islands there is a secret plan in Barbados, so therefore let us do this or that not to get Barbados to get this increased share of the market. You are saying therefore that you have to have a secret plan. That is madness.

Tourism 2000 which was formulated at Heywoods was indeed a pulling together of the private sector, all the

sectors in Barbados, to formulate a strategy for tourism in Barbados. It was done about three years ago, but this Government now has all the solutions to every problem and still is buckling at the knees to appease the IDB. I recognised it in the letter to Mr. Iglesias only delivered to the Senate this morning.

Aside.

SENATOR C. A. MASCOLL: Last week? It does not matter. What matters is that not one...

SENATOR THE HON. R. R. FARLEY: On a point of order, Mr. President. The Honourable Senator is seeking to distort the records of the Chamber. The document to which he referred was laid in the Senate at last week's Sitting, so to suggest that the document was only delivered this morning is grossly seeking to distort the very accurate records of this Honourable Chamber and he should correct his statement.

SENATOR C. A. MASCOLL: Mr. President, I am 22 as opposed to 21. It makes no difference. I hope I am a young man.

Mr. PRESIDENT: Are you 22 years old, Senator?

SENATOR C. A. MASCOLL: Yes, Sir, that is why it does not make any difference. I am a young man, so what if it came last week as opposed to this week? The substance is what is important.

The Advisory Body. You have people who sit on committees in Barbados who also belong to the sector. No problem, because that is another area in Barbados that needs to be addressed. There are a number of gurus in tourism. Every year before winter, "this is the best winter season we will ever have." After winter, "Oh dear, we did not have the kind of occupancy levels which we anticipated anyhow." It is amazing, but what is important is that to really talk about planning you are really discussing the difference between forecasting and targeting. That is what planning is all about. When you make a forecast, what is the outcome as opposed to what you targeted? It is the gap between the two that you call the planning gap. That is what is important. I am not criticising them for getting it wrong. If they make a forecast and it does not come in, that is because it is not really as perfect as we would like, it is a scientific thing which can collapse. But the issue is, have they had targets which they have put in place and not met, and how far is the gap between the forecast and the target? Therefore, what do we need to do in order to plan for next year? That is what is important in any organisation. It does not require you to have managed an organisation to know about these things. That is what you call the planning gap and that is why I was

very disappointed to hear the continuous reference to keeping the marketing plan secret, because it now comprises of something that has been sent out of the skies from all the representatives up in Heaven who are in fact supporters of the Barbados Labour Party, and they have now descended on this country in such a way that all we see coming from the ears and the noses of the people in power is wisdom and understanding that can take this country and turn it completely around, after you have had all kinds of efforts made by all kinds of qualified people, who have done things and gained the respect of the people and, all of a sudden now, Barbados is a place where it is best to dream, because dreaming is where it is at. You fall asleep, you get up the next morning and: "I have had a dream." You come and put that to the Lower or the Upper House. That is what Barbados is all about, about dreaming. I can dream too, I hope.

2.35 p.m.

The other question now is whether or not there is an advisory body. There are quite a number of people who sit on these kinds of bodies who make absolutely no kind of contribution and it is because no preparation is done before they come to meetings. They come to meetings, a fellow puts forward a point and their position is to take it and dismantle it, but they don't bring a prior position for anyone to discuss.

I have sat on a Board and seen people asleep, young men. They sleep all during meetings and they sleep on the Board and they are still looking for a new Board. They are still sleeping all like now because they are on the Board. I can't call names in here, but they are on the Board, people who have been working so hard in their private practice that they find it hard to come to a meeting and concentrate for a full span and we had to sit through 6 and 7 hours of meetings, 8 and 9 times a month and now you are taking this money and giving it to 3 people. A half million dollars? When that Board should have been given that inspiration or remuneration to perform.

It would have made more sense because the 3 men don't have any responsibility for policy, so what will they do? Execute? You mean that they can't think? You mean you hire half million dollar men not to think? Just to execute? They have become just numbers again? How could you pay men that kind of money just to execute as though they are slaves. So you meet in the Upper Chambers and just decide that these slaves should do x amount of work per day, come down and tell the men, "You cut this hole and make it 12 feet deep." They had no responsibility at all for how that hole would be dug. This is madness. In 1995. That breed of money. I thought that the whole philosophy about education is to pull people now

into becoming thinkers. You pay people to think, not to execute.

In fact, tell me what those 3 men will do at the BTA on a daily basis if they have to execute. What will they be doing? This is real madness that you could have men down there only in positions to execute, but they are worth half a million. But this is real good stuff. I have waited my years trying to get an education to be able to think. I should be executing. Oh, my God, I should now be executing!

HIS HONOUR SENATOR C. L. BOLDEN: On a point of order. Mr. President, I don't know if I am hearing right, but the Honourable Member seems to be appealing to somebody called God all the time. I don't see him around the Table...

SENATOR C. A. MASCOLL: By the way, I have a lot of respect for the Lord.

HIS HONOUR SENATOR C. L. BOLDEN: He is somebody different from God now?

SENATOR C. A. MASCOLL: I am actually speaking my wisdom from God...

Mr. PRESIDENT: Are you addressing the Chair, Senator?

SENATOR C. A. MASCOLL: I have a lot of respect for Him. That is where I seek my wisdom and the ability to think, and not to execute.

It is an amazing thing. Then you talk about having a marketing plan in the Annual Report. Whether or not it is the Annual Report does not matter. It doesn't matter where it is because it should be seen by all and sundry. It shouldn't be hidden anywhere to catch cobwebs, so having an Annual Report doesn't matter.

The other interesting thing about this because I came to this Honourable Senate today prepared for a completely different debate, but having listened to the Leader of the Senate I was inspired. He opened up a planning gap. Why? I decided to indulge.

The confidentiality issue. Now you have Barbados being part of the Caribbean, being a member state of the CTO. The CTO has been for the last 2 to 3 years or more trying to encourage co-operative marketing of the Caribbean. When you decide that you will put a plan in place, but you don't tell the CTO anything, why should they be interested, or you, in having co-operative ventures with the CTO? They can't plan for you. How are they going to plan for you since you are secretive? What is

the sense of our spending the thousands of dollars which we have been spending on CTO if the CTO will not have access to part of the plans of Barbados. It doesn't make sense.

Not to be known by competitors. Competing with whom? Barbados had better be careful. There are a number of new emerging destinations in the region which have done extremely well. Cuba when it becomes open to the world will present other problems to the region. I will discuss that later once the time is available.

You have had legislation amended to improve management and efficiency of the BTA which it will not and cannot. You have to change the whole structure of the BTA. In fact, let me make a point at this stage. The most critical point to be made in Barbados today is that human resource development, as we all believe and accept by now, is the way forward.

It is my contention that the reform of the public service itself is going to be the most challenging exercise any Government is going to undertake in Barbados or any other part of the Caribbean, or any other part of the World, because you are thinking about transforming thinking. You are thinking of changing the culture and the expectations of people and the belief that the public servants are lazy, a foolish belief but it is there. If you do not equip the public service with the necessary computers and the like, what do you expect?

It is convenient for a person working in statistical services for the last couple of years to put a programme on a 286 computer and let it run for 3 or 4 hours, come down on Broad Street and cool out and wait until he thinks it is finished. With computers now in today's world, that same task... What do you want him to do, sit down at the screen and stare when he can go and cool out down Broad Street? There is 1 computer in Inland Revenue. The issue therefore is that the human resource development has to be at the heart...

SENATOR THE HON. G. S. H. MURRAY: I would just like to help the Honourable Member to remember that the Government has said it is going to computerise the entire public service in 5 years time.

SENATOR C. A. MASCOLL: I wanted you to say that because it is the same money that our Administration borrowed that you are using. So it is no problem. At least you have the wisdom to keep on that road. Therefore, the most critical task and job for me in today's Barbados is the task of retooling the Civil Service, not just in terms of a computer, but in terms of their thinking. But if you are only getting people to execute, you cannot expect them to

think too. So who is doing the thinking for the civil servants? Senator Murray is doing the thinking for them and then they will execute.
2.45 p.m.

Aside.

Mr. PRESIDENT: I do not think you meant to say the last words.

SENATOR C. A. MASCOLL: That was an aside, Sir.

Aside.

SENATOR C. A. MASCOLL: Let me therefore say, Sir, since I am limited to an hour in this presentation – unfortunately I wanted 2 but I am limited to an hour – I had a whole stock of things here that I wanted to present but I am limited to an hour.

The thing is that if you look at the way the last administration addressed tourism, you would see that the measures were put in place to restore tourism in 1994 to a level that should have been built on, but when you look at the performance of tourism in 1995, you have to be very disappointed with the effort so far. In fact, in today's Barbados, contrary to what was said earlier this morning, the U.K. market has taken over as the major leader.

More importantly, there is a misconception that last year we only performed well out of the U.K. because of cricket. Indeed, if it were so, one should have expected that the block of tourists who came for cricket should have been subtracted out of the 1995 data and, therefore, you should have seen some contraction in the market. The point to be made is that the level of tourist arrivals out of the U.K. for this year have been above 1994 and if 1994 was a liar, if it was only because of an irregular event which has affected the data, then that irregularity should not have occurred in 1995.

We have, and we have had to do a number of things out of the United States. But the evidence is here to show that you can classify markets in the Caribbean into what I deem to be traditional and emerging markets, traditional meaning the older destinations Jamaica, Puerto Rico, Barbados, Bermuda, and that category, but the evidence is there to show, in fact, that those countries have experienced a reduction in their share of the U.S. market, and it is because of the emergence of a place like the Dominican Republic.

If we look at the Dominican Republic's share of U.S. tourist arrivals over the last, how many years, you will see a dramatic increase in the amount of arrivals out of the United States to the Dominican Republic. In fact, in

1990 you had just over 200 000 visitors out of the United States going to the Dominican Republic. In 1993/94 you had 5½ thousand. That is a dramatic increase. Their share has moved from a mere 5% to 8% of the market.

I just make the point to say this that the issues which confront Barbados out of the United States are special. We have to admit to that, and there is going to be no miracle. In fact, this is my belief that unless we have the amount of dollars to improve the image of Barbados, that we are going to suffer out of the United States for a fairly long time, and that Sandals is the hope that can be provided for us out of the United States in terms of giving us the kind of image.

But it goes deeper than that. It is well known that in Barbados in terms of share of total rooms in hotels with 100 rooms and more, that Barbados is at the lower end of the spectrum with the Caymans, St. Kitts and Surinam, between 20% and 39%, and that our main plan is really small hotels with 75 or less rooms. I make that point to say that the issue then surrounds how do we address the whole question of upgrading small hotels in order to bring them on stream, in order to make them more viable products? How do you do that?

Fortunately, or unfortunately, we started our process and we introduced the Public Enterprise Investment Fund which was earmarked for improving the lot of the small hoteliers in Barbados, \$29 million. The Government has now decided to give them only \$10 million. Now, what can \$10 million do to restore those small properties to a state of viability?

Mr. PRESIDENT: Senator, I think that you have run out of time.

SENATOR C. A. MASCOLL: I have, Sir? At least I did not run out of licks. Thank you, Sir.

SENATOR N. A. LYNCH: Ladies and gentlemen, in this Honourable Chamber, do not be misled by the idle mutterings of those who are neither focused nor informed on the industry. First of all let me say that any debate on any BTA Act must be looked at in the context of wider economic development for Barbados.

Let me say that, first of all, I must give my commendations to the Minister of Tourism. We have a good Minister of Tourism, one who in a very short period of time has been able to understand the nuances of this industry, one who in a very short period of time has done a better job at refocussing the tourism industry than any Minister that has come before any of the 6 or 7 that the Democratic Labour Party had before her.

Let me commend her also for her private sector led approach to dealing with the industry in Barbados. Certainly she is on the right foot. It is about time that this industry is looked after in a private sector light. For too long we have been trying to take this industry forward into the 21st Century in a 1955, as she said, Chevrolet. We have to rework the model for tourism in Barbados if we are to ever move into the 21st Century, and to capitalise on the tourism receipts.

I also must say, Sir, that this Barbados Labour Party Government will no longer be adopting a similar approach to tourism. It is about time the masses of black people, and the poor people in this country, the ones who have put in the sweat and blood, earn from the tourism receipts, unlike the Democratic Labour Party Government who will tell you that they thought about the poor people and the masses and fill the cruise facility at the Port with people who already have money, people who already had good receipts.

I understand that the private industry is the motor of this economy but that any tourism receipts that come to Barbados must redound to the benefit of the poor masses of people, the people who have never earned through it, the people who get the \$200 a week, the people who are unemployed, but who still smile at the tourists, because they believe that it is important for Barbados' good tourism arrivals and a good tourism industry. It is about time that those people understand that.

Sir, the new Barbados Labour Party Government, the young BLP politicians also understand that the economic development of Barbados, the new blueprint for economic development in Barbados, must place tourism, because of its history, because of its performance, at the centre of the economic development of Barbados. That is the way we are going to be looking.

Sir, I must also commend the Prime Minister for easily looking outward at how the global economy reflects upon Barbados, and seeing where tourism is placed, seeing how the global economy reflects upon us, where we are poised and where we can capitalise on that.

Very recently the World Travel and Tourism Council in Geneva put out some very interesting figures on tourism into the 21st Century. They also gave some very interesting notes. I want to make this a document of the Chamber, their report as to where it is going. They said:—

"In the Caribbean tourism accounts for 2.7 million jobs, U.S. \$28 billion in output. It occupies 31.5% of GDP, 78.2% of all the investment in the region. It accounts for \$7 billion in taxes and real growth per year over the past 5 years of 3.6% annually."

These figures I believe are even more significant for Barbados when one considers that 14% of our GDP came

from tourism last year and that 70% of our foreign exchange reserves – and Senator Mascoll says that is the only problem that a small developing society has – but also rather more significant to Barbados must be the consideration that the global travel patterns, as talked about by them projects a 20% increase in global travel into the year 2000. If we, as Barbadians, are to capitalize upon this, it is important that we restructure and change the tourism model that we have, if we are to go forward into the Twenty-first Century.

2.55 p.m.

But, Sir, there is something that concerns me. I must deal first of all with the accommodation sector a part of this. If we take that tourism is the engine of growth for the Barbados economy, then, Sir, arguably the hotel industry, the accommodation sector must be the fuel of that engine. The point must be made that the hotel industry in Barbados is in serious, serious trouble. They are talking about the largest investment entity in this country, the major employer directly and indirectly. By far the largest foreign exchange earner. The central component of this island's economy is in deep, deep trouble. That is something that we need to address.

They have higher than the norm economic cost, as compared to any other industry. They are faced with the dynamics of regional and global competition, high taxation on hotel revenues and across oriented decision-making Government in all of the Caribbean who has put them on the burner, Sir, I want to explain this very carefully. Last year, the Caribbean Tourism Organization told us and reported very recently too in a leading travel magazine that the cruise liners are going at great lengths to sell the ship, not the destination. They are encouraging people to stay on board when they are in port. It has also told us this, that according to tourism arrivals, less than 10% of the people who come on a cruise ship are actually getting off and coming on land and that they are spending less than, the average is about 73%, per visit. Think about that. That is less than 10% of all the tourist spending in the region. Although cruise passengers account for half of the Caribbean tourism arrivals that we speak about, they are only contributing 10%. But at the same time we are bending over backwards to accommodate the cruise industry. I am not saying that the cruise industry is going to go anywhere but if we are ever to gain what we should from the cruise industry, it will be necessary for us to go about this on a regional footing. There is no way that we can continue to get the masses of people in Barbados to suffer. The accommodation sector suffers when we push the cruise industry forward.

That, Sir, is more poignant when one considers this. There has not been a new hotel built in Barbados for the

past 12 years. The hotel that is going up on the south coast now is just refurbishing or reworking an old hotel. Barbados is the only island in the Caribbean where there has not been a new hotel built in the last 12 years. If we are to address the dynamics of this industry, we must look at making the accommodation industry more profitable. That is the direction in which we are going. I will explain as I go along.

Sir, we also understand that tourism must be squarely placed at the forefront of any economic development in Barbados. We understand that tourism has not even reached its full potential and recent CTO statistics tell us that its contribution to the GDP of Barbados can improve by double into the year 2005. But what we need to tell people is that we are open for business, especially if that business pushes our tourism product forward.

I want to say this. Tourism needs to be treated the same way in which the other import substitution industries are treated. Tourism must be given the same concessions that manufacturing is given. The relative profitability of tourism against the other import substitution sectors has been pathetic. Tourism competes for the same intermediary inputs against the other manufacturing, the other productive sectors of Barbados. But still, we give all the inputs away to these people. We do not do the same for tourism. The relative profitability of tourism vis-a-vis the other import substitution industries in this country has gone down the drain. Tourism has a problem competing against them. That is the reason why we are not as productive as we should be.

Tourism has consistently lost market share between 1989 and into 1992. We took back a little bit in 1993 and 1994. But the 1994 results were a direct result of the influx of British visitors who came during the cricket season. Even then, we only grew just marginally. The only way to recover the international competitiveness for Barbados in the long-term is to increase tourism relative to the wider economy, within that economy.

I am calling this afternoon for a whole look. The Minister has taken the first step in revamping the BTA Act. But if we truly need to get Barbados' tourism on the right footing, this Government is going to be moving and should be moving, ultimately, towards creating a public private sector marketing body for Barbados. It is about time that the private sector in Barbados, which earns a lot of receipts from tourism in this country, pays its way in terms of tourism marketing and tourism, development.

I am saying that Barbados can no longer go on spending the taxpayers' money in an industry where other people stand to benefit. But the model that the Minister put forward is the perfect model for moving us on to the

next step and the next step must be a private public sector agency that looks after the marketing of tourism in Barbados. So that both entities must pay their way in tourism.

I am saying that if it keeps on going in the right vein we must be looking to the ultimate disillusionment of the Barbados Tourism Authority. Those may seem to be pretty harsh words but it is about time that, as the Minister said, the Ministry is private sector driven and it must be private sector led. We need to take Government out of this productive sector and let the private sector who has the stakes and who has the most to lose run the tourism industry. Government's role in the tourism industry cannot be to control the productive sectors right into the Twenty-first Century because we understand that business has some very special needs. Government's role must be to steer the boat. It must not be to row the boat. Government cannot be involved in ultimately spending the taxpayers' money to make other people rich, within this country.

Sir, let me say this. Last year, Barbados spent \$38 million at the Barbados Tourism Authority. All of us believe that we have not got our money's worth out of that because only \$5 million out of that \$38 million went concretely to marketing. Only \$5 million out of the \$38 million went directly to marketing. If the fellow who once was on the Board or who stands accused in all of this wants to lump them together, let me tell you, of the \$5 million that was spent, only \$2.5 million was spent in North America in direct advertising. Anybody who takes the first marketing course will tell you this that the experts say that, in any industry, 5% to 8% of your gross revenue should be spent in marketing. And then out of that, maybe half of that should be spent in advertising and promotion directly. We are talking about an industry in which we are creating \$1.4 billion and we are spending \$40 million down there at the Tourism Authority. Out of that money more than \$30 million is going towards administration. A lot of people are employed at the Harbour Road who are not fulfilling the mandate that we have set out for them.

3.05 p.m.

Sir, I will say this too and I will go even further to say this. Last year, in terms of advertising and promotion directly, we had, in all the major tourism publications, 56 pages in all. Barbados accounted for 56 pages when all the quarter pages and half pages and so on were added up. Out of these 56 pages, 29 pages were accounted for one West Coast property. Only God knows how many of the other little people got into it. Barbados Tourism Authority only accounted for 20 of the pages spent in the whole year of advertising for Barbados last year. Then these people must stand accused, people like my dear friend over here, Senator Mascoll.

Sir, I also must make this point. Government can no longer take the taxpayers' money and spend it upon people without looking back at the exposure. We have allowed the taxpayers' money to be used through the Barbados Development Bank and Government has not even looked back to lend technical assistance or anything else to anybody. It is about time that any time we are spending the taxpayers' money and that kind of exposure is going on, people are taking our money out and using our money and not accounting for themselves. Sir, in this regard a lot of people will not escape my tongue.

I think it is about time, Sir, that the private sector, the people who enjoy – not everybody does it – but those who do will have to pay in this administration. It is about time that the people who take the taxpayer's money and enjoy lavish lifestyles, they will no longer be allowed to do that under this administration.

There are people in this country who are in the hotel industry who do this. Those are the ones who have the biggest cars and the biggest houses and who send their children to school overseas and then they tell you that the entity that finances that is in dire financial straits. Then they come to Government cap in hand. That, Sir, must stop within this administration and it is going to stop. We are no longer going to extend to people the privilege of using the taxpayers' money and not accounting for it.

Sir, I have heard people talking about creating a new entity. The public/private sector entity of which I speak.... Remember I said this, not everybody does it. But you cannot use the taxpayers' money. Everytime, Sir, we go to the Hotel Aids Act and you allow refurbishing, exemptions, that is taxpayers' money you are using. You cannot use the taxpayers' money and then be in straits and then come back for that. Sir, I am going even further.

Aside.

SENATOR N. A. LYNCH: I know not everybody does it, but some people do it and it must stop. The people in Barbados who have put in their sweat and tears in tourism and who do not live those lifestyles must gain something out of it. The Dems would not know about this. They set it up to work like that.

In Barbados, in terms of the creation, Sir, of the marketing body of which we speak, Barbados Tourism Authority should no longer exist in its present form and that is the model that we are moving towards. A private sector component must come into play in not just

deciding what kind of marketing entity to create but deciding where Barbados needs to go. Barbados can no longer be all things to all people within the tourism industry. Telling people that we have the greatest mix of hotels in Barbados, telling and constantly losing market share, especially in North America which is very close to us in terms of airlift, is not the way to go. I am sure the dream team will do it, will be able, Sir, to identify the way in which Barbados needs to go. We can no longer tell the consumer or try to sell him what we have got. We have got to get the consumer to tell us what he wants and we provide it for him. That is the real way in which a marketing entity should function. We have got to deliver customer satisfaction, quality service. No set of advertising, no set of promotion will do if we do not deliver marketing, Sir.

I am tired of hearing all of the marketing gurus in tourism telling you about marketing and comparing it to its component sales and advertising. Marketing identifies needs and wants and finds ways of meeting the needs and wants. Marketing does not sell anything. As a matter of fact when marketing is down, the sales part is just like taking candy from a baby.

Sir, it is also important to know this. Market leadership is only gained through creating customer satisfaction, innovation and quality. If you do not have innovation, if you do not have quality, if you do not know what markets you are going after, all the advertising in the world, all the people in the world, all the salesmanship in the world will not be able to compensate.

Sir, it is in this regard too that the Barbadian public, and I am sure the dream team will fix it up, the model that we are moving towards, we must have real tourism information in Barbados. It is about time that we stop telling people that we have had 500 000 people in Barbados over the space of a year. 500 000 people from where? We must know, Sir, how much the money drop is. We must know how many bed nights are measured. It is about time that we stop measuring tourism arrivals by just everybody that comes through the door. This administration is moving towards that. It is about time that we get away from telling people just measuring absolute arrivals to telling you how many tourist came to Barbados. Those people who come in with the backpack, a guy who stays one night as opposed to somebody who stays 10 nights and we measure them as one and then we tell the public that our tourism arrivals are up.

Sir, the new marketing company that I speak about is needed for Barbados. It is about time that the Tourism Development Corporation, the Barbados Hotel and Tourism Association, the Barbados Tourism Authority, all of us have our own separate marketing funds and marketing committees. What we are doing in Barbados is creating a

lot of separate kingdoms for the dissolution of tourism in this country. I am going to take my money, I believe that I am the centre of the universe, I am not satisfied with what the BTA is doing so I will decide which markets I go after. Don't you think, Sir, it is about time that we pool all those resources together so that all of us create one marketing entity for Barbados? This administration, the Honourable Minister of Tourism, has been able to create a think tank in tourism that brings those entities together.

The next step, Sir, she has the present Chairman of the Tourism Development Corporation, the President of the Barbados Hotel and Tourism Association, the leaders of the Barbados Tourism Association, and the next step, Sir, will be creating the kind of marketing body that we want for Barbados.

Sir, Government, in this new marketing entity, does not need to control the marketing major shares, give the major shares to the private sector and let the private sector pay their way. This will rid us of this representation in the United States and in Europe where we have people. We have just employed 24 sales auxiliaries to sell a concept. Barbados cannot be sold as a concept unless everybody is combining their efforts.

If the marketing persons from the Barbados Tourism Authority in New York go up there and sell a concept and visits somebody without any reference to the hotel industry, without any reference to who else is selling it, I do not know whom he is visiting, but any time that tourism receipts go up you will hear the hoteliers tell you they have done their job. When tourism receipts come down the Government is to blame. I am saying, Sir, combine the two. We will get rid of all of this talk and the same people will be selling a tangible entity, something that we can measure. Right now I cannot measure the sales performance of any Barbados Tourism Authority sales person in New York or anywhere else and this Government is going to move to change all of that within tourism.

I have a lot of confidence, Sir, in the Minister. I am not worried about this. The DEMS had the opportunity to prove what they could do and they did not come up with one innovative idea. They never had an original idea in their lives. Sir, once you have set up the Barbados Tourism Authority and changed it into a public private sector agency there must be the need to have a wholesale company in North America. No longer can we channel people to Barbados depending on other big wholesalers who sell Barbados, Jamaica, Bahamas and Bermuda. We must have an entity set up once we have created a public marketing agency for Barbados. In the United States, we must also have a wholesale company that understands and can channel people to Barbados who deals only with Barbados, and that will be the model that we will be moving towards. 3.15 p.m.

But, Sir, really we need to go into tourism above all of that. It is about time that we get rid of the new Hotel Aids Act and that is what we will be moving towards. Barbados needs to create a new Tourism Development Act in this country which has at its central component that investment in the industry. We must be able to attract both local and foreign investment through a new Tourism Development Act. The Act, Sir, must have a substantial tax credit or any equity contributions to tourism development in Barbados. Sir, land that is bought as equity should also be given tax credit and let that tax credit be transferable to other people's service in the sector. Create a new Tourism Development Fund that is set up through a financial institution that people can tap into it. But also we must monitor Government's exposure to it and then make the Fund available to other private financial institutions.

Sir, the most significant feature of this Fund is that an investor can tap up to 60 per cent of the money he wants from it and then, Sir, establish within Barbados a Venture Capital Fund for tourism where everybody in Barbados need to have their \$5000 put away. That it is about time that I get some receipts from tourism and I can put some money into tourism as well, that I can take my money and go into it. You see, Sir, the Prime Minister of Barbados himself has said and I will read from the Budgetary Proposals:

"Above all, Mr. Speaker, despite the superficial evidence of recent economic growth, the economy continues to be at its weakest where it matters most. The economic growth cannot be indefinitely sustained nor existing jobs maintained nor new ones created by enterprises which are insolvent, undercapitalized and cash trapped or earning rates of returns that are too low to maintain investor interest."

Sir, it is about time that Barbados be allowed in the tourism sector that all of us can gain some receipts, a Tourism Venture Capital Fund that tourism investors can gain from it, that tourism investors can tap into it, and I can put my \$5000 that I got in the bank into that Fund and I can gain some receipts from it and make sure that this Venture Capital Fund is backed up also, Sir, by triple exempt bonds or something guaranteed by the Government that you can deal with it.

Sir, I know that we are moving towards computerization but let us get through within 120 days. Anytime that you bring money to the Venture Fund your application is approved within 120 days and that you can move on. Make that one of the conditions.

Sir, I am proud of the amendments to the Act. I feel proud about the amendments that were made to the Act because the Barbados Tourism Authority needs to move

into a different mode. I am proud too that local consultants were used to set up the framework. We did not bring anybody from overseas. We used local consultants to tell us how to revamp the industry. The Act rightly puts the policy-making back into the hands of the Minister where it belongs not into the hands of the Authority. The Act puts policy-making back into the hands of the Minister. We have been mandated by the people of Barbados to create policy for Barbados in Government but not the employees. It is the Government. We are the people who won and the people kicked them out and put us in and now we are on top. We are ruling things.

The Ministry must also play a role in policy formulation and research. That is what the Ministry should be doing. Sir, if we move ultimately to the dissolution of the Barbados Tourism Authority, we will find out that the policy-making arm starts to function again and it should be in the Ministry.

With regards, Sir, to the salaries, I am one who supports the salaries 150 per cent. It is about time in Barbados that the private sector does not receive all of the brains. The Democratic Labour Party would like us to believe that you should be an educated and bright pauper. It is about time that public sector officials were paid enough to keep them interested in working in the public sector and that public sector employees can have something to aspire to and look up to. It is about time in this country that we recognize this. A lot of it is jealousy and envy. That is what it is. A lot of it is envy but I will go further than that. There are people who will walk about and be up and down the place. This model that the Dems had about free education and that all of us are supposed to get free education and then all of us are supposed to walk about poor, and we did a good deed for the public – well, it is about time that this model that was put forward, Sir, be thrown to the Government. As you pay peanuts, you get monkeys and we are not going to be paying any peanuts to anybody.

Sir, to be second guessing the Prime Minister – The Prime Minister of Barbados and the Cabinet of Barbados decided that this entity is important enough to pay them that amount of money and then there are people coming to second guess people. They have said pay the people more and they are being paid. They understand the importance of this industry. They put down the salary. Who are we to second guess them? I will not be second guessing my Government in this regard and those people in the Labour Movement are talking about the salaries. I challenge them to tell the people of Barbados what they get paid. All of them need to tell the people of Barbados what they get paid all of these years. All of these people need to tell the people what they are paid.

Mr. PRESIDENT: Senator Lynch, I think your time is just about up. Will you wind up please?

SENATOR N. A. LYNCH: Sir, I cannot believe it. I was just getting into the matter. Sir, as I go, I also want to say this clearly. You see because the same people misled me, marched me up and down Bridgetown and then I abstained from the vote when the 8 per cent cut came. But, Sir, I want to say this that when they cut the public workers' salaries, and these are people who care about people...

SENATOR C. LeR. TROTMAN: On a point of order, Sir. The Honourable Senator is misleading the House and maliciously doing so too. The leader of the Labour Movement did not abstain in any vote nor did the leader seek to march the Honourable Senator up and down Bridgetown. The Honourable Member chose to march Bridgetown because he had a different agenda.

SENATOR N. A. LYNCH: I do not know if that is a point of order, Sir, because the evidence in Parliament will reflect who voted and who did not vote. I will withdraw. Sir, my time is up.

Mr. PRESIDENT: Your speech has come to an end.

SENATOR Mrs. V. J. DAVIS: Mr. President, let me say from the word go that I do intend to support this Barbados Tourism Authority Bill, 1995. I am saying that to begin with. I am making that very clear. I do intend to support it because I feel that at this point it will almost be pointless saying that I do not support it. I say that because I also believe that I have absolute confidence in the intelligence and ability of our people in Barbados and the Caribbean when they see challenges or when they see problems that they have the ability to correct these problems, to improve on, and to make things better. I remember too that it was a local group which came up with the framework for the new look BTA including the President and 2 Vice Presidents.

I also note in this Bill that in Section 10(2) notwithstanding subsection (1): "No post should be established and no salary in excess of the amount as the Minister may determine and may notify in writing to the Authority should be assigned to any post without the prior authority of the Minister." I gather from that the Minister has the authority to establish posts and to decide on salaries. The policy is definitely in the hands of the Minister and we now have almost a centralized sort of authority. I am not at all questioning this. What I am concerned about today because, as I said, I have absolute confidence in the ability of Caribbean people to make their own decisions, to decide when they think things need changing, to decide this is the way they see it and I am prepared to give people and politicians the opportunity to make mistakes and to change things. If they do not work, they will be changed back. What I am concerned about is

not in the sense of the former speaker about salaries of the President in terms of envy and all of that. I am not at all concerned about that. As a matter of fact, if they think that they deserve it, pay them. What I am concerned about is the sort of cynicism which says what you pay for you get and I am very, very distressed about this. Because when I consider that you cannot give a monetary value to the enthusiasm, the love for work, the commitment which is displayed by all of those thousands of people in Barbados especially in the tourist industry, when I think about the taxi driver, when I think about all the thousands of people in the whole of Barbados who work hard and who are committed to their work, when I think about the taxi driver who so loves his country that he goes around showing tourists all the beauty spots who would take those same tourists home to enjoy a meal in his humble abode, when I think about the taxi driver who goes out of his way to return valuables that people have left behind, when I think about the maids, when I think about the gardeners, when I think about those people who genuinely love their work and who commit themselves to it, there is no price tag, there is no money that you pay for that kind of commitment. I am concerned that the message which is going to be sent out to Barbados in terms of the kind of money that the President and the Vice Presidents receive is saying to people that you are valued by what you are paid and I say absolutely not. That does not determine anybody's value.

3.25 p.m.

When I think about the thousands of teachers, nurses, doctors, police, when I think about the work that they put in, when I think about the late Sir Ronald Mapp, as we all talked about in this Chamber just a few days ago, who worked for nothing, when I think about these people, I do not see how people in authority can glibly say what you pay for you get. Nobody can pay the teacher who puts her hand in her pocket to help students who are hungry. Nobody can pay the teacher who is out there trying to teach students with learning disabilities. Nobody can pay the nurse. They cannot pay. Your value and the amount that you have put into this society is not measured by the money that they pay you.

When I think about all those retired persons out there. You know, I made a quick calculation and I discovered that if you take one government retired person and the average money they are getting to live on now this President's money would pay it for 12 or 13 or 15 years, this \$150 000 per year. So that what I am terribly concerned about is what message are we sending out there to people. Are we saying then that what we pay people, people who are overworked and underpaid, that you are only valued thus. What you get is what you are worth. It is a terrible message.

It is a message that makes me think why the young people out there think that they want a job but they

don't want work. You find that the message sent out there is that you are valued according to how much you have. You have a situation in this country and I have said it and I am going to say it continually, I don't care how many tourists these 3 wise men bring to this country, we will neither be secure nor the tourist be secure if we have all those young men out there without work, without literacy skills, and I feel there must be a great urgency in this question of getting funds for continuing education.

We can bring millions. We are not going to maintain a tourist industry if we are not going to keep our young people educated and employed and they are going to become threats to the very tourists we think we are bringing here.

The other thing I am concerned about, is what message are we sending again to our young people in terms of your value, your worth, who you are in this society. Everyday I see those young people out there and I know the message is constantly saying to them you are worth nothing. We don't care about you. I am not at all envious of anybody, what people earn or will earn because I think every human being and every person who works in this country must begin to realise that what they do that is work is a vocation. They are doing God's work. They are trying to build a society and that we cannot devalue that. We cannot underestimate that.

When we start talking about what you pay for, you get, this Government or no Government can afford to pay for the love, the enthusiasm, the commitment and the security of every human being in this country; and it is on this ground I want to talk about my feelings about the salary, not in any sense of envy but in a sense of what message are we sending to our community.

The other thing I am concerned about of course is the fact that if we get a million people coming to Barbados isn't that going to be people pollution? Isn't this going to be a strain on our resources and our infrastructure? Are we only going to think about how many tourists we pack in this country? I think we have to be thinking seriously. I know how complex and all that this whole thing is, but we have to be thinking much more seriously about whether we are not now just transferring all our eggs in a basket that we removed from the sugar industry.

Having said all that, as I said from the beginning, I was absolutely prepared to accept this revised Authority because I have the greatest faith in the fact of the intelligence of people and I also have the greatest faith in the goodwill of people and I think they are doing things because they think it is the right thing but we have to be constantly careful about the message we send out to our distressed, unemployed, unemployable young people out in the society.

I will say it again and again, unless you are prepared to spend money in continuing education and to see it as a matter of urgency, I don't care how many tourists you bring to this country, how much you pay presidents and vice presidents, we probably will not have a tourist industry if we keep multiplying those people who sit out there, disenfranchised, unemployed, unemployable. Thank you, Mr. President.

SENATOR Miss C. Y. FORDE: Mr. President, I want to endorse some of the sentiments expressed by Senator Davis and I hope that with this tourism venture we will be able to get some of the returns that we could use to assist with the remedial education projects we have been working on in the Ministry to help to alleviate some of the problems that our youth, not only in the neighbourhoods but certainly some of them in these institutions, are experiencing.

Mr. President, I want to support the Tourism Authority (Amendment) Act, 1995. I wish to congratulate the Honourable Minister and her associates who took that bold step to make the Tourism Authority a viable entity. In the Barbados Labour Party Manifesto of 1994, one aspect in the area of tourism mentions the training of workers in the hospitality industry. In an effort to assist in achieving this goal, the Ministry of Education through the Barbados Community College, has continued a project that was going before in the form of a hotel in the Marine House area and that facility will now house some tourists and, at the same time, train our young Barbadians in the area of hospitality to assist in the tourism sector.

3.35 p.m.

In the past, students who were eligible to participate in that training, had to have at least 2 CXC or GCE certificates. This administration has asked that those 2 certificates be not the entry requirements, or the criteria, for young people to be able to participate in that exercise. Therefore, they can enter that Hospitality Institute whenever it is opened early next year, without those 2 certificates. They will be trained in other areas of tourism. They can come in and get the training as porters, bellboys, waitresses, front desk operators and so on. I think that is a very important aspect. Training is an important aspect for employees in Barbados, and I think that is a good step forward.

I always speak about a particular hotel. In Barbados we always place a lot of emphasis on academics. I always boast of the people from St. Thomas – and you must forgive me, Sir – where there are about 10 young men whom I know only went as far as primary school, but because they went in with good working attitudes as a result of the training they received in the neighbourhoods where they live, and the school environment where they were brought up, they climbed from the stage of a

bellboy and have gone right up in very important areas. Only yesterday I saw them wearing their white shirts with collar and ties, and it says that it is not only the academics that are important, but it is to do with the attitude the individuals have, and the interest they have in trying to surge forward and capitalise on the opportunities. I am quite happy that these young people can be held up in front of all Barbados to see that it is not only the academics that are important, but the talents that are tapped which can make Barbadians become very independent, and very useful citizens.

I also want, Mr. President, to make mention of the expansion at the Samuel Jackman Prescod Polytechnic. We know we have a lot of young people out there who, according to Senator Davis and others, and it is a fact that they are uneducated, illiterate. Some of them are unemployable, and we have sought to expand the Polytechnic to accommodate their needs. One of the important courses that is now included in the subject areas that have been put in from this September includes tourism craft. Young people get an opportunity to make various objects in the form of souvenirs and so on, because that is another area that is very lacking.

I hurt when I go to various business places downtown and I have to buy a souvenir to send for someone and it says "Made in Taiwan" or "Made in China", or wherever. If we can really open up a market of that nature and train our people, then they too can go into the communities where they live, having collected that skill, can train others and at least help to develop a market for that particular purpose.

We have been having some discussions in the Ministry of Education, Mr. President, in the area of tourism education. I am of the firm belief that we should really start tourism education from the primary school. I do not propose to put it as a specific subject on the curriculum but to add it on to some other subject area so that our young students who are our future can be exposed. Yes, of course, it will be introduced in an integrated approach where the young children will learn a number of things to do with tourism. They will come into the area of Health, Social Studies, even Mathematics, English, the Essay and Comprehension areas. I suspect that will go a long way in sensitizing them about the benefits of tourism.

I also have been discussing with an officer in the Ministry of Tourism the possibility of the Ministry of Tourism, the Ministry of Agriculture and the Ministry of Education meeting at some point and discussing tourism education at the secondary level where, perhaps, it might be used exclusively as a subject in the curriculum. Perhaps, CXC can have that as a subject so that our young people

can be able to pick up the various skills and take up the knowledge that is necessary, so that they would not wait until they leave school and then decide they may want to pursue a career in tourism after being out there for so long. It is important they develop that interest and love for the particular area of tourism from within the primary school so that they can start gearing their training and so on towards that particular area.

In the Manifesto of the Barbados Labour Party we have pledged, Mr. President, to revitalise the BTA making it accountable and a contributor to a focussed marketing thrust centred on a private sector marketing force. Mr. President, I have all confidence that the Ministry and the Tourism Authority will be well managed. I expect that it will be accountable to the people of Barbados and that there will be transparency involved.

I strongly feel that if we can get people accounting for their actions and showing how money has been spent, showing how things have been done, pulling the public in and making the public aware of whatever is going on, there would be no need for people to be asking questions behind the scene and making the kinds of negative comments which I have been hearing over the past few days.

I think the tourism sector will be able to advance, and I think that the country of Barbados as a whole will benefit as a result of the new thrust that is being placed in the Tourism Authority. I trust as the Authority begins to develop and expand that it will redound to the benefit of all Barbadians.

I therefore, Sir, with those few comments, wish to lend my support to this particular amendment to the Barbados Tourism Authority Act, 1995.

Thank you.

SENATOR C. LeR. TROTMAN: Mr. President, I have no doubt that whoever the workers are, authorised to run the Tourist Board or, indeed, to run any public office in this country, that at the back of their minds and, by and large, in the body of their performance, there has been honesty and integrity. If there is one thing we can say for the history of Barbados it is that the Public Service has been remarkable for that level of honesty and integrity. Therefore, any comments I make must not be seen as comments *ad hominem*, but rather comments that attach to principle.

I think too, Sir, it is a pity that the subject of tourism in Barbados in 1995 should be the cause of a divisive debate. However, it is my view that this debate is not going merely to divide this Honourable Chamber, but it is going to divide the entire country. Indeed, some people have

gone to the ridiculous extent, that one Senator previously sought to go to, which is to reduce this debate from a debate which addresses a public servant, to a debate regarding what the salary of the General Secretary, or the leaders of the Barbados Workers' Union is. I want to set that to rest right now, Sir.

When the previous General Secretary of the Barbados Workers' Union retired a few years ago, he was earning significantly less than \$6 000 a month. There has been no increase in the emoluments of the General Secretary since the retirement of that very distinguished officer. The work we have done in the Labour Movement, and the work which we continue to do in the Labour Movement, is not based on the level of salary. It is based rather on the degree of sacrifice we are prepared to give to the masses of people in this country, and if one wants to contribute at the level of the public, one must be prepared to make the sacrifice. If one does not want to make the sacrifice, then one should not seek to be a public servant, and that is where the debate is, and I will come back to that.

I merely wish to answer the slime that attaches to trying to bring this debate to the Labour leaders of Barbados. I mainly want to deal with that, Sir.

SENATOR N. A. LYNCH: On a point of order, Sir. I really think that language – the slime? I think it is most unparliamentary, almost unsatisfactory.

Mr. PRESIDENT: I agree with you. I think Senator you might wish to rephrase your comment.

SENATOR C. LeR. TROTMAN: I shall rephrase, Mr. President. I wish to say that is the kind of problem we get when persons who should know better endeavour to introduce elements into this debate that have nothing whatsoever to do with the principle, the subject, or the intent of the debate, but seek instead to demean the integrity of this Honourable institution. And I believe that in that regard Senator Forde is to be commended on the excellent way in which she sought to focus the debate on what positive elements can come out of it. I merely wish, in that regard to say, that I do not believe that the debate has to do with the capacity of the Minister. I do not believe there can be any doubt about people's feelings in this matter. It does not have to do with whether this team has been selected by a local Board or another Board or an overseas Board. That is not germane to the issue.
3.45 p.m.

I would not wish to believe that a thing is good because it comes from overseas and that it is bad because it comes locally. It has nothing, whatsoever, to do with the issue. The issue has to do with whether, in the structure that we have, we have an arrangement which can satisfy without causing disaffection of any significance.

There cannot be any question but that there was need for a new thrust in tourism. I believe that the members of the previous Government themselves would say that they were concerned with a new thrust in tourism. After all, there were several Ministers who were changed in a short period of time all part of that arrangement to get a new thrust in tourism. There cannot be a question about that.

But if now there is a new thrust and that new thrust creates as many problems as the Arthur case created 2 years ago, then we are equally bound to discuss that in the same way that the Arthur case was debated. And in the same way that those people who dealt with the Arthur case, even down to the debate of No-Confidence, those people must now understand that there is a similar right to discuss this matter in this Honourable institution and that nobody should seek to deny that right to the public of Barbados.

Are we saying, Mr. Speak... Mr. President... It seems as though I should have been...

Aside.

SENATOR C. LeR. TROTMAN: I cannot say that in this Honourable Chamber. Mr. President, protect me.

We will not say that this has to do with the integrity of any officers. Let me say that. Like many other people, I expressed very great pleasure when I heard of some of the names and heard about the performance portfolios of some of the persons. I am not worried about that. I am worried about other things. I am worried about the power to the Minister within this legislation. That has nothing to do with not seeing relevance in having the Government of Barbados take responsibility for policy determination. But it has to do with the sense I have that, in some of the areas where the power resides in the Minister, that that power previously resided and should properly reside in institutions like the Public Service Commission and the Ministry of the Civil Service.

For example, Mr. President, the salary power attributed to the Minister is a salary power which is only properly in the Public Service, in my view a determination of the Ministry of the Civil Service arrived at, from time to time, by negotiations with the trade union movement or, in their absence, by the people who deliberate on behalf of public servants.

Mr. President, there was a previous occasion where in a Board where I served and where, I believe, you also had the honour to serve, a proposal was made for attaching a wage to a maid which we felt was too high. We had to make the recognition and make the point that even though it was one person we could not make the mistake of making one maid in a statutory board, who was

making coffee and helping the General Manager of that Board, higher than the wage for the maid who was making coffee and arranging the office for the Prime Minister. In that Board which will remain nameless because I did not advise you I wanted to speak on it, that remained...

Aside.

SENATOR C. LeR. TROTMAN: No, no, no. I do not want to name. That particular area remained where it was and we brought to bear that sense of balance regarding what is the Public Service and what is the Civil Service.

I am saying that we are not addressing the subject of one man or one woman or 3 individuals. We are addressing the question of a principal. The principal attributes power to a Minister which has to be the collective wisdom of the Cabinet and, therefore, within the Ministry of the Civil Service. So that when wages are placed, it is not the power of the Minister. It has to be the power of the Civil Service and that clause has to reflect that reality.

As I have said before, I have concerns further about the voting power of the Chairman. I said in this Honourable Chamber some time previously, and I believe I was given an assurance that the matter would be addressed, that it is my view that the Chairman or Chairperson of a board already, by his or her very office, has a tremendous power to influence the thinking of the board and therefore does not need to have an original vote and a casting vote. This matter has come back before us and both at the level of the board and at the level of the advisory council, we still have a situation where that position obtains and, in my view, that is not proper.

I raise also, Mr. President, the question of the limiting power in the selection of committees where, when a subcommittee is set up, only one-third of that subcommittee can be selected from outside of the parent body. I said that that denied the Government, or the board or the institution the opportunity to tap into the rich resources of humanity which there are in the country, thereby possibly denying the opportunity for others to serve, especially in a situation where the Board would have, at the level of the board meeting ultimate decision-making and, in any event, the Minister has overriding control. It is not necessary for those limitations.

I have heard that, because we now have a dream team, we are able to forget all of those and to move to matters as though Barbados is going to operate in a situation where tourism will stand outside of the public of Barbados and tourism will become some special thing that the rest of us must not be able to relate to. When we go down the street and we get to tourism, we get to a different country, under a different regime, under a different

administration and we bury our heads in the sand and keep the rest of our body exposed to all kinds of calumny and criticism. We may not do that and we may not do it arguing that the dream team will accomplish X or accomplish Y. Tourism has already gone up in the last 2 months. But I hope that nobody tells me now that the dream team is responsible for that.

Even if this dream team, and I do not like the expression dream team because I understand the dream team was the name given to the team that represented certain personages in the United States fairly recently in a much touted murder case.

Asides.

SENATOR C. LeR. TROTMAN: They are very, prominent persons. I do not believe that the name is, necessarily, the best in this particular context.

Asides.

SENATOR C. LeR. TROTMAN: I have a very short memory like most Bajans and therefore I do not always recall that it was also given to a basketball team.

But I have a greater concern, Mr. President, which I will not be deterred from raising and that concern has to do with Clause 10 and the development of Clause 10 of the draft. Clause 10, subclause 1 allows such salaries and allowances as the Minister approves in writing to be the salary that attaches. In my understanding the Minister has gone outside of the protocol – and I am not talking about the Government protocol now. I am talking about the accepted practice and the practice that is safe in determining salaries of \$150 000, \$130 000 and \$120 000 per annum. I want to have a look at those, Mr. President, because I do not deny the right of any individual in this room and, in fact, outside of this room to want to claim as much money as he or she believes he or she can get.

3.55 p.m.

I am of the view that, where one wants to receive more money than the market that relates to what that job can afford to pay, one has to look elsewhere for work. For example, if the colleague at my right, who is a very honourable attorney-at-law, makes this amount of money, and that is not too much for him to make, that is right and it is proper. If he seeks to leave his practice and enter, as he has previously entered, into the business of being a Minister of the Crown, he has to understand as he did, and let us praise him, that he has to make a sacrifice, and anyone who comes to work in the public service has similarly to understand. Anybody who tries to argue that a statutory corporation is not public service, is a person who needs to redefine his understanding or, if he is in

this Chamber, perhaps needs to have that preliminary orientation which there was previously.

Let me make the point, Sir, and I am going to deal with other areas within the public service to make my point. Let us, Mr. President, take another area within the public service. Let us take the area of industrial development which is into the international business sector in our economy, an area which we shall be looking to, to bring growth to our gross domestic product, even beyond the level of tourism.

Am I to understand that another Minister will very shortly approach the Parliament of Barbados to argue that the General Manager of the Barbados Industrial Development Corporation should also get \$150 000 per year? And, if he does not come and say that, is he not being incorrect? And, if the Barbados Water Authority accepts what I understand the Coopers and Lybrand Study to be recommending, will not the Minister responsible also ask for \$150 000 for the General Manager of the Barbados Water Authority? And also the Minister of Health and the Sanitation Authority, especially with the dengue fever around us as it is today? What about the National Petroleum Corporation, one of the few that have shown a profit during the trying times of the 1990s? Why should that not then have a \$150 000? What about the IDC or any of the others?

You see, Mr. President, if I stop there I would be making the case of somebody else and that is not the case I am making. I am making a case that Senator Davis was also making. The \$150 000 may well be what the person could ask for but, if that person asks for \$150 000 and that person is the chief, is the person working alone? Is that person an island by himself or by herself? What does a Deputy get? Can we get a situation as here where he will get 2½ times as much as a current officer who serves, according to previous statute, as a deputy in the administration? What are we saying?

Furthermore, Mr. President, is not the Ministry of Tourism responsible for the work of this Authority? Somebody has, in the Government, to be responsible for every area of social and economic activity in our country and there has to be some accountability so that, if the Minister is responsible, then the Permanent Secretary also has to be responsible and accountable because a Permanent Secretary is a Chief Accounting Officer so those who do not understand should go and learn.

Asides.

SENATOR C. LeR. TROTMAN: Change it, is one possibility but until it is changed, Mr. President, are we going to have a situation where the Permanent Secretary in

a Ministry earns \$6 000 a month but a person whose work has to be sent on, in this case, through her, earns \$12 500 a month. Approximately \$6 000, approximately \$12 500. Don't we realise that?

When you move from the Permanent Secretary, Mr. President, and you bear in mind that Barbados, as one of the socially democratic countries in the world, and I think we are all proud to say that, the Dems, the Labour Party, the Independents and those who are diehards on the outside who are called by different names. I think we should all be very proud of our heritage as being social democrats.

We in Barbados have reached the stage where Permanent Secretary to Maid or Janitor, there is a ratio of 5.7:1, that is to say that the wage of the Janitor divides 5.7 times into the wage or salary of a Permanent Secretary. Am I to understand, carrying this argument to its logical conclusion, that we should now therefore say that we want to revise the current proposal before the Ministry of Finance and we want \$675 for a maid per week.

We said to the Government that we heard their claim that the economy is in trouble, and we should all exercise restraint in this country. And I, as a chief architect became the most highly abused, because I thought to say "yes, the country is in trouble, let the people all sacrifice, including me." And that is why the one march. Then we said, Mr. President, let us, in the negotiations this time around, encourage everybody to exercise restraint and we are being told by some of our critics that that is another way of saying that labour has sold out. But we have stood by it because we believe in the integrity of the country, and we believe we should place the country first. So that even at the outside all that was asked of the Government was approximately 8% at the bottom, that is to say the maid and the janitor. Am I to understand that that sacrifice does not relate to anybody except porters and janitors and clerks and nurses and teachers and policemen and Permanent Secretaries? I cannot say Prime Ministers because a Minister has power and, by my argument, I am saying that when we start with the Ministry of Tourism we have to come to the Permanent Secretaries next. And the Ministers of the Crown, according to the system, must be paid better than their Permanent Secretaries and their officers and therefore *reductio ad absurdum*, the Prime Minister and his Ministers will have to come to \$150 000 plus. That will be a terrible thing for a public to have an arrangement where a public servant gets \$150 000 a year and the Prime Minister who has to carry the responsibilities of the country gets less than that. But it will also be a terrible thing if you want to tell me that the workers at the bottom are not now entitled to have a new look. Because we have all agreed and some have said that the people deserve as much as they want. Now I would never say that, Sir, because

you know and I know that we have wanted when we were younger many things but we were not able always to get those things. Honourable Senators will tell us that some of those things might not have been good for us when we were younger and now that we are a little older I am not even sure how to look at that.

4.05 p.m.

So that in essence what I am trying to encourage this Honourable Member to recognize is that this is not an isolated situation nor is it a situation where a labour leader can sit back and say: "Well, let us not bother about it because it only relates to the Dream Team." We have to deal with the anomalies, and the criticisms and the contradictions. We have to ask ourselves and I ask you, Mr. President, when we see the accountant in this Dream Team qualifying for \$120 000 a year, a financial officer, getting \$120 000 a year dealing perhaps with \$20 million and the Accountant General of Barbados deals with \$1.4 billion including that \$20 million getting \$60 000 the same year, what are we saying to the public of Barbados? What are we setting as a precedent? What are we trying to tell the people of Barbados? So when, Mr. President, we now submit proposals and Government say that it wants to review our proposals and when we say that we want in the private sector to resubmit proposals, and where we have 8 per cent, to put 18 or 28 or 80 per cent, who can tell us that we are not now exercising restraint? Because the Government is telling us in this legislation that it is all right as long as the people are competent. Provide the Transport Board because they are good bus drivers and they are competent and the sanitation workers are good sanitation workers and they are competent. Pay them more. The nurses are competent. Pay them more. But what about the question of the ability to pay and the market within which the buying and selling of labour takes place?

You see, Sir, when I hear that a person gets \$150 000, I ask myself again the basic question that all socialists have to ask themselves. What is our wage or salary supposed to do? When the country and when the people who order the society determine a wage especially a minimum wage level, what are they trying to do in the ordering of that society? We are trying to provide the basic food, basic shelter, basic clothing, trying to allow for payment of utilities, and for a minimum level of savings. But when one person gets \$150 000 a year and that is supposed to accomplish certain needs and allow for investment, where is the community saying that the base lies for the person at the level of the porter or the janitor? Are we not understanding that that will have the capacity to pull and push wages and the prices to an area where inflation is going to take off in this country, not because it is the one person but because each one has to touch one? When one gets touched by the other, there is going to be a problem and, if you do not want to believe that, you do

not understand the psychology of workers and the needs there are in people to make demands comparable with demands for other people. So what the Government has said to us is that they have very quietly torn up the Second Protocol, thrown it in the waste paper basket and that they now want to have a free for all.

I am very sorry, Sir, that I cannot make the other points except for these two and I am grateful to you for the time. I would urge that this matter should go back to a Select Committee for further review and I so move.

SENATOR C. K. LAURIE: Mr. President, I will just take a very short time. I just would like to touch on something raised by the Leader of the Senate on the Carlisle Bay Development and I was so pleased to hear that Government supports this Carlisle Bay Development. Because recently in the last month or so there have been two articles appearing in the paper, one by a self styled consultant for the BADMC and then the other by somebody with a PhD. named Killing or something who stated categorically that we should renew the BMC abattoir in the present site. I have seen no denial by Government that this policy is what Government wishes.

The private sector group representing the farmers of this country have put together a proposal for a private sector run abattoir which would run to the very highest standards and would be in an environmentally acceptable place. This thing was submitted to the Ministry of Agriculture in March of this year and up to now we have heard no response from them. But it horrifies me that we would be considering at all leaving an abattoir in the middle of the city where the tourists are going to stream pass outside of the wall of this abattoir. I mean the fishing complex is set back from the road and it may not always smell absolutely perfect. This abattoir is right on the edge of the road. When you walk on the sidewalk, there is an 8-inch block between you and the pig being killed on the other side. There is a pen where the animals are held overnight. They come in in the afternoon and they go out the next morning. It is impossible that these animals are not going to produce the necessary smells. This thing horrifies me that we have had no response at all. This could not possibly be part of the Carlisle Bay Development. This is a very valuable site. It is right on the sea. Right now all of the washings go into the sea. They pollute the water and there is no way you can do anything else with it. You cannot cart away the washings, so the washings go into the sea and cause pollution. It is a very, very valuable site that has real potential for tourism and I am hoping that Government will do something about it. Thank you.

SENATOR THE VENERABLE ARCHDEACON J. L. SPRINGER: Mr. President, had I spoken a little earlier, I would have had a bit more to say and it

would have been easier coming especially after the last Honourable Senator, but one it left me sort of almost winded, spellbound, *et cetera*. I still have a few things that I would like to refer to in the Bill. When I scan the Bill myself, I noticed in the functions page 2, section 4 and among those functions there were several areas of activity there that were not particularly special. Then I noticed as I went down that list the introduction of the duties or the responsibilities of the Minister as another area of concern and that spills over onto the other page 4 and almost entirely in those sections 9 down to the end of that page we have all of the duties and responsibilities of the Minister. The point I think has already been made that it is really the Minister who appears to be running the show and I can't quite put it as Senator Mascoll has put it when he said people were being paid to do little, paid to execute as he put it. That seems to me to be the case.

4.15 p.m.

Then, the Bill also gives the Minister the right to determine remuneration, but what is interesting is that while it is being said that sooner or later and perhaps sooner rather than later the BTA will be self-financing, yet I suspect that the provision is being made for Parliament to determine the source of funds will be very useful, because I cannot be all that sure that there will be this self-financing in a hurry, which really means that we can expect the taxpayers' money to be going into this new arrangement.

In short, what I am hinting at here is that it does not seem to me to be all that much of a new approach to things. Perhaps a better approach might well have been to hand the BTA to the private sector and allow them to make their own organisation and get involved in the marketing and all the other aspects of it. I say that, Sir, because I saw only in yesterday's newspaper and I am sure this can be a document of the House an article... I am sure I can refer to the fact that I saw something in the newspaper where the Honourable Prime Minister himself was speaking about contracting out of the public service and the civil service in the context of the re-organisation that is being planned.

It seemed to me as I reflected on that that if you can take that action where the civil service is concerned, surely that action can be taken where the hotel industry is concerned. I wondered why it was not being suggested but rather there was an attempt to hold on to reins of the tourist industry and not to go the parallel route as in the case of the civil service. If in other words they are contracting out of the civil service, why then this tendency to hold on to the tourism sector?

I think Sir, that if the private sector had been mandated to take charge of the sector and organise

themselves rather than Government continuing to take the responsibility that we would not now at this late stage be still seeking to organise. I am pretty sure that the day after the last elections they would have had their plan in action. But we are still here today trying to get organised in this regard a whole year later.

We are fully aware of the consequences of this hands-on attitude on the part of Government. The things that took place in our history, for example, several Ministers had their careers affected over a short period of time. There was the vote of No-Confidence and the fall of a Government. There were the internal rumblings in varying groups and parties, as reported, and the last Minister but one of Tourism had good plans and was rearing to go but did not survive certain happenings and accusations. All of this came out of that association of government with the tourism industry.

Then there is the cost factor of which we have heard so much in the past and continue to hear so much where we are still prepared to remunerate those who are at the top of the ladder in the tourism field and to do very little, as has just been said, for the small man down at the bottom of the scale. One wonders what would have been the case if tourism were in the hands of the private sector, but then it seems to me that it is easier for us to take action against or blame even the private sector if they were not doing the things they should rather than to have the Government taking responsibility for seeming to be pursuing the matter in a way that is unfair to certain persons involved in the industry.

Government has a role, of course. Even if the industry should be handed to the private sector, the people in the hotel industry and so on, I think Government has a role to perform and the first aspect of that role is that of overseer, to stay in touch with the industry without seeking to run it, without giving all the power to the Minister. For example, when you talk about the Barbados Tourism Authority which has very little authority it seems to me, Government can continue to oversee rather than to direct the whole affair.

A second role would be that of facilitator, not to seek to obstruct the process, but to make it somewhat easier for those who are involved. Then there is the function of protecting the rights of the workers along with the unions, of course, which seems to me to be easier and better handled if somebody else had responsibility for the work that was being undertaken. Of course, there is the area of culture, where tourism affects our culture but Government will always have a role in determining. There is the role of morality and ethics involved and I think that any

good government would see that it has some responsibility in protecting the society from the possibility of immorality and such matters where tourism is concerned.

All in all, what I am saying is, should we not be leaving the tourism industry to the experts, not having searched for them ourselves but people whose business it is to look after tourism. They are the experts and if any other experts then they are the ones who should know how to find them.

Above all, Sir, I would like to see an approach to tourism in this country that is non partisan. I would like to see us depoliticise the tourism industry and see it as something that concerns all of us and not any particular group or party. I must hesitate, Sir, I cannot at this stage say that I am happy with the Bill as proposed, and I would wish to support the stand taken by the last speaker but one, Senator Trotman, in suggesting that this matter should be looked at again with a view to making some adjustments as have been recommended from time to time in this sitting. Thank you very much.
4.25 p.m.

SENATOR THE HON. G. S. H. MURRAY: Mr. President, I rise to join this debate to hopefully try, in my way, to bring it back to what I consider to be, the right track.

Mr. President, on September 6 last year Barbadians were called upon to make a choice for change, and not only a choice, but a choice that was to make a decisive difference. That choice was made, and the decisive difference was in the choice of Government. There were some things which were being done badly, and not being put down well, and we were elected to do the right things, to do things right, and make bad things good, and good things even better. This Bill must be seen in the context then of that.

Everybody is very familiar with the imbroglio that ensued involving the Barbados Tourism Authority last year, and all the political, social and other consequences that flowed from that fiasco. Because of that, we are all in here, even the Independents, and the alleged Independents.

Sir, I would like to see that the changes being advanced in this Bill carry it in a way to be seen as part of the reform of the Public Service, not the Civil Service, but the Public Service in its broader sense. There are plans afoot, as from recent activities, especially over the last weekend, that involve the Civil Service.

Aside.

SENATOR THE HON. G. S. H. MURRAY: The Public Service, for the uninitiated, involves both the regular

Civil Service and the Statutory Boards, so the statutory boards would be under the public service, or the public sector then. The reform of the BTA has to be seen then as part of the reform of the public sector in its wider sense. While we are frittering away precious time and explaining useful, intellectual and other resources quarrelling over trivialities, as we learned today, exciting things are happening elsewhere where the Public Service is being reformed.

Viewers of CBC television would have seen for themselves some pronouncements from a gentleman from New Zealand who spelt out some of the exciting things that are happening in the Public Service there where, for example, something which probably in the context of Barbadian society would be considered as heresy, where the once almighty Permanent Secretary is no longer known as a Permanent Secretary but is known as a Chief Executive Officer. At one time it used to be Director of Tourism, and then it was changed to CEO, and now it is being changed to President.

All I am trying to say, Sir, is that there are changes taking place in the public sector around the world and Barbados is part of that world and, therefore, Barbados is part of that change. Therefore, it will not be very long, I suspect, before both the public sector and the general society, as a result of the White Paper which is going to be issued to the public by the end of the year on the proposals about public sector reform, where they will have to grapple with such things as the possibility that people who are now considered Permanent Secretaries, and have security of tenure, and appointed virtually indefinitely until they retire, will be put on contract like it is done elsewhere where you have a 4 or 5-year contract, and your contract is reviewed after a period of time. And if you do not perform you revert to your original position without any loss of the gains and benefits you would have accumulated over the years as professional Civil Servants. So these are some of the issues we will have to be concerned with in the times ahead.

Aside.

SENATOR THE HON. G. S. H. MURRAY: Sir, as I said from the outset, there was a decisive change, a change for a difference and as a result we cannot afford to be seen as doing business as usual in Barbados, and business as usual even as it relates to tourism in this especial instance.

In our Manifesto at page 13, among the things relating to tourism, we said quite explicitly that a Barbados Labour Party Government would be engaging in revitalising the Barbados Tourism Authority, making it accountable and a contributor to a focused marketing

thrust centred on a private sector marketing force. So, therefore, this is no sleight-of-hand that we are trying to ease through on the public, but it is something that was very definitively stated in our Manifesto. While it might have taken a year or so to get to this point, the point is that Manifestos usually contain broad brushes of policy, while the time having to be spent after that in delineating it, putting it in specifics and coming up with details involving very often the expertise of our highly respected public service in trying to make such proposal a reality.

Therefore, Sir, we are engaged in bringing that to its manifestation and for a long time now we should have. It is very long overdue, as I am prepared to say, that there should have been a virtual operation clean-up launched at the Barbados Tourism Authority. It is absolutely imperative, and this is but Step 1 in that respect.

We cannot therefore be allowed to be sidetracked by emotive rhetoric, or people who had the opportunity to do it themselves, and either failed to do it at all, or mangled it along the way with all the other consequences that flowed from that. The point is that the new thrust in the Barbados Tourism Authority, and one of my colleagues, I think, Senator Lynch alluded to it earlier, has to involve things like the amount of money spent on marketing, advertising, promotion, *et cetera*.

Like Senator Lynch also said, I had personal experience in working for the Board of Tourism for a number of years. I was not there as a member of a board, short-lived, tumultuous for a few months and, therefore, I do not intend to promote myself as a guru. But I have some knowledge of the inner workings of the Board of Tourism. At that time we were often heard to say that we spent more money on administration than on promotion and advertising. We felt that was a feather in Barbados' cap and that we were getting better returns.

I remember there used to be an argument put forward that because we spent such a low sum that we, therefore, were getting a better return on the dollar than that spent by the higher spenders in the market, Bermuda, the Bahamas and so on. That was felt to be something of which we could be proud, but that is no longer so. The world is much more competitive. We therefore have to rationalise our marketing programme and get it on track to give Barbados the kind of returns it will need for us to sustain our way of life and our standard of living.

Sir, it is unfair, as some people try to establish, that when references were made elsewhere to the salary being paid to the 3 top personnel of the new-look BTA, that people were saying that you are worth what you are paid, or that, therefore, people who are not being paid such lofty sums, are worth nothing. That was not so. It was not meant

to reflect the human worth of the individual. What it really reflects are the realities of the marketplace.

The point is that there are scarce personnel and resources for that job. We advertised widely and several times, and in truth and in fact we could not come up with any others beyond the regular run of the mill applicants, which we felt would not have been in keeping and compatible with the new-look thrust, and the new intentions and initiatives to be undertaken by the Barbados Tourism Authority. Therefore it was not meant in anyway to dehumanize, humiliate or devalue persons, or their roles, or their contribution, but it was merely stating a fact that if we want top-notch people, when you compare the salaries they are paid, they will even be making less than some of the competitive destinations in the region. Let us not forget that. While compared to other salaries in Barbados, particularly in the public sector in its wider sense, they are obviously large. The point is, we have to compare ourselves with the other destinations in the marketplace and, therefore, their salaries are not out of line in the sense that they are astronomical and excessive of those paid by their competitors.

In addition, it has to be remembered that these 3 officers are on contract. They have 3-year contracts and at the end of that they go. They have no pension. They do not even get a gratuity now which is commonplace with contracts in the public sector. When people are on contract, I think the norm is that the gratuity is 20%. They are not even entitled to that now. It is like being a Minister of Government, an MP.

4.35 p.m.

The point is – thank you for saying that we will be around that long for me to qualify for pension – it is a high risk job. You go in there with your eyes open knowing that you are incurring certain risks by so doing. They will not be able to enjoy the security of tenure and a pension and gratuity, *et cetera* at the end of their stint as the CEOs or the equivalent in other statutory boards in Barbados can enjoy and do enjoy and will enjoy, even Permanent Secretaries enjoy. Therefore it is an unfair comparison. Maybe an invidious comparison. It only seeks to stir up negative feeling because really it is a very populist type appeal to give people the feeling, the belief, the hope or the wish that everybody can virtually work for the same thing. That is not so. Every job has its value relative to other jobs. The point is that this job is a special job, is a special case and therefore it will have to be paid specially.

I am very hopeful about this new team about to go into the Barbados Tourism Authority. I am very familiar with the President. The Chief Executive Officer by whatever name he might be called, as the Act

says, President or whatever. We sat together at Combermere and I know he is a very decent, hardworking man. We renewed acquaintances after. We met up again in Canada when I lived there. Now he is back in Barbados, again we renewed acquaintances. Contrary to what people say because he is not dark-skinned or does not have an Anglo-Saxon name, he is a Bajan. I think he should be treated and given the due regard that he has earned in other places.

I know there is underground propaganda being promulgated that all 3 of them were failures and therefore they have been dumped on Barbados. Nonsense. They took pay cuts in order to accept a certain challenge to do a job for Barbados. Because when other people could not attract people of this calibre they had to resort to whatever they could find, it does not mean that we, forever, must be doing that. We want top notch people and we have to pay for top notch people.

It is also very interesting, Mr. President, that when the filling of these positions was announced it was widely accepted. People said, yes, this is the right approach. Things are happening. It smells fresh. It looks good. Let us go. But then, once the salaries were announced, it was a whole different ball game. People started to see it from a whole different perspective, forgetting that the very same people whom the day before they were ranting and raving as to how qualified they are, how apt they are, they have great contacts, terrific scholastic backgrounds, once the salaries were announced, they were no longer any good. I am amazed with all that has been said particularly by my friends in the DLP, especially on the other side about the Deputy CEO, the moaning and groaning about how the post of Deputy CEO might have been abolished. What I am saying here, Sir, is that this very highly trained individual who was sent abroad to be trained at extraordinary lengths, through unusual methods, none of them in the DLP has said, let us make her the President. Not one of them has said he or she is so well trained now, instead of paying the newcomers \$150 000, let us pay them. No. It is a different approach. I must ask you why? Is it therefore because, in truth and in fact, they know in their heart of hearts that this is not the most worthy recipient of such a post?

Senator Mascoll made some hullabaloo about the need for skills audit in Barbados as part of public sector reform. I am glad to see that he has come on board and we welcome him on board the public sector reform programme and crusade and we should like him to become a full convert at the earliest possible opportunity. But, Sir, I am shocked to think that he, one who always professes to be so well informed, so well researched, boasting "I do my research. I do my background checking" *et cetera*, did not know that this so-called staff audit that he is now calling for, called by another name, a staff census, it was

conducted in 1988, between 1986 and 1994 at great expense, with great trouble, among public servants who spent a great deal of time filling out forms stating their birth date, education, experience, *et cetera*. Nothing came of it. My latest understanding is that these great volumes of documents, these great repositories of all the information from that sort of staff audit carried out at great expense and trouble now reside in a dark corner of the Data Processing Department where nothing has ever been done about it 7 years later. So much for the question of the need for a staff audit.

We do not intend, in our public sector reform effort, to waste any time in dealing with dead documents, just as we do not intend to waste time dealing with the passing of the BTA, except to say that the 3 top posts are not coming in isolation. You are not just appointing 3 top people and expect them to function in the old set up. You would be virtually putting new wine into old skins or old bottles. Am I right? Is that the right Biblical text? New wine into old skins. There is also a staff audit being done on the entire Barbados Tourism Authority. Therefore, the appointed 3 officers are not going to be imposed like plaster on a festering sore. They are going to be part of a new designation, a new formulation of what is to be the new Barbados Tourism Authority. That is why we are talking about a team. Because the people that we have to work with are the people who would be considered by an independent audit to be the persons who qualify and are good enough to be on the new team. I am glad to see that they are now being called the "dream team".

I remember last week I was hearing references of 3 blind mice. Now they are the 3 wise men. Now they are a dream team. Things keep getting better. I think even with these Freudian slips, they are betraying their true feelings and they are really acknowledging that we have taken the right step in the wrong direction. I believe it is only a sense of shame that has not allowed people to come right out and say, "yes", you are going in the right direction, at long last.

Senator Mascoll also made some noise, if I may say so, about a semi-professional Board, the Barbados Tourism Authority. I am still waiting for him to explain it. He spent nearly an hour on it and he never explained it. What does he mean? I wish he would, at some other point, explain what he means by a semi-professional Barbados Tourism Authority that would have obviated the need to pay such large salaries. I should like that explained. I understand it just as well. It was just as crystal clear to me, Sir, as that famous 5, 4, 3 economic plan. It got the results of him being licked left, right and centre by hizzie.

I should like to remind members of what in the past has happened in the Barbados Tourism Authority as

regards its marketing or what was seen as marketing when the Board was supposed to be responsible for the conceptualizing and doing everything. It was to be responsible for the formulation of policy. Sir, who can forget the embarrassment that such acts led to. Ceramic green lizards being giving as marketing gifts, marketing tools and devices to people on an overseas trip as guests of the Barbados Tourism Authority at breakfast. Imagine what it was like. You are having breakfast and somebody comes and puts a very realistic looking ceramic object on your table which to all intents and purposes, was a green lizard. Great imagination. Great choice.

But if that was bad, Sir, they served pudding and souse to Jews. All part of their marketing. All part of their wisdom. It is a fact. Again Barbados was embarrassed all ends up. In addition, there was some hair brained scheme – that is the best way I can describe it, I hope that is not unparliamentary – to sloganize a marketing thrust as "The Bajan Way", to launch it with great expense and great noise and trumpet in North America and nobody understood what "Bajan" meant. When people heard "Bajan" they thought of Baja, California. I cannot understand if people do not know where Barbados is and Barbados is the proper name, how they are going to understand "Bajan". But that was the thinking of that old Tourism Authority when it was responsible for policy. In addition, we also know that there was a programme to bring honeymooners to Barbados linked with a local Barbadian company called "Sunlink" that brought 2 people for a cost of something like \$250 000.

4.45 p.m.

Aside.

SENATOR THE HON. G. S. H. MURRAY: Thanks for the confirmation. It was even more than that, Sir. What we want, Sir, is that we leave the professionals to do the marketing, leave them out of the formulation of the policy and they would just be left to implement the policy.

Sir, some concern was expressed about the power of the Minister regarding salaries. Sir, this is no different from what obtains with other Ministers. Other Ministers in charge of statutory corporations have the authority to approve people appointed to positions at a particular salary. I think it is all part of accountability because if you are a Minister you would want to know what is happening and if people are in key positions you should at least know who is there. It does not apply to the gardener and the maid and the clerks, it is people at a managerial and semi-managerial level and that applies across the board. So what is being done now in the case of the Barbados Tourism Authority is not revolutionary, it merely reinforces the norm that applies.

It also applied to the 1958 Act, it also applied to the 1993 Act and it was not that position that caused the demise of the last Barbados Tourism Authority. If that were so I would readily admit that we should rethink it, but that was not the cause. The cause was because of other forces.

Sir, it is quite inaccurate to say, as has been said on a number of occasions during debate, that the Barbados Tourism Authority is meant to be self-financing. Sir, if you look at Section 17(1)(a),(b)&(2), what it really refers to is, Sir, there is no reference to refinancing despite the twist and the spin being put on it. Not even a good "googly" with a bad spin, long hop spin you can hook cross the ball. It says, Sir:

"The Authority may, with the approval in writing of the minister responsible for Finance, borrow money from the Government of Barbados 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; or
- (b) the performance of the functions of the Authority under this Act.
- (2) The Authority may, with the approval of the Minister, raise additional working capital."

There is no mention of it becoming self-financing. I would be glad if it would be. It would be a tremendous achievement for a body which has since 1958 had to depend on the public purse for its general financing.

There is also some concern, Sir, about the authority being given to the Barbados Tourism Authority. I know it was a nice pun, but in truth and in fact the authority of the Barbados Tourism Authority is set out quite clearly in clause 4 which spells out the functions of the Authority. They will have authority over those functions, plain and simple, they will not have to be involved in trying to seek to administer policy which is quite right, and as obtains with other Ministers, the province of the Minister who has to be accountable to the Cabinet and the Cabinet to the public for it. There is nothing sinister in that. There is nothing extraordinary in that but it merely tries to regularise a situation.

When in opposition we had expressed concern when this was done in the change of the Act of 1958 to 1993. We warned that it was going to emasculate the Minister and that he would merely become a rubber stamp for

the Authority. From what I recall, Sir, there was a great deal of time spent in tug-of-war battles between the two of us who should do what or who was responsible for what, simply because of this clause. We thought it might be better to regularise it and put it back where we, in our experience, and in our considered judgement, think it best belongs.

At this stage, Sir, I have great pleasure in supporting this Bill and I would like to urge my colleagues to do likewise and remember that change does not come easily. It does not always come pleasantly, but like Senator Davis said, I too have great respect and confidence in the intelligence and level-headedness of the people of Barbados and that obtains just as much with this Government and this Party as any other sector of the Barbadian community. I thank you, Sir.

SENATOR Miss O. P. SYMMONDS: Mr. President, I just want to make one point. I am very pleased to hear about the plans to restore the Empire Theatre. It has been a source of entertainment and culture for people of my generation and others. We have had people from abroad, recitals, plays by Barbadian groups and not only have I been filled with nostalgia whenever I pass the building but I have also at times felt very sad and I have been reminded of ... Poem that great sonnet that ends "Men ... must grieve when even the shade of that which once was great has passed away" and therefore I do hope that these plans will materialise very soon to develop the Empire Theatre or cinema as a centre for the performing arts because it will provide entertainment for tourists and for locals alike.

We do need more attractions for the tourist, especially in the day time and in the afternoons. Not every one wants to go out at night and I think that it can provide entertainment in the afternoons as well. I just want to applaud the Minister's plans for the Empire Theatre. Thank you, Mr. President.

SENATOR Mrs. P. E. RICKINSON: Mr. President, I rise to make a few observations about the new Barbados Tourism Authority Act that we are discussing. I am deeply concerned about some of the signals and messages that are being sent.

Mr. President, we know that Barbados Tourism Authority is a Government institution. It is part of the public sector. It is financed by taxpayers' money and we know that the market in the public sector is different from the market in the private sector. It is not freely adjusting as in the private sector where the market carries what it can bear.

Mr. President, in the public sector the Government decides how much money they have which is based on

revenue collected from the taxes *et cetera*. On the basis of how much money is available they decide that they must divide the money amongst the different sectors. There is law and order, there is health, there is education and there is tourism. There is agriculture *et cetera, et cetera*. So the moneys available to the Government is not unlimited. The Government only has so much money that they can pay in the public sector for wages and salaries.
4.55 p.m.

I am sure that everyone who is working in the public sector would like to be paid what the market can bear. But that is not how the market functions. So therefore when we see salaries ranging from \$120 000 to \$130 000 to \$150 000, this raises quite a lot of questions and concerns – concerns among the unemployed, the youth, the young workers, the nurses, teachers and all other workers employed in the public sector. We would like to pay everybody their worth, but as I said in the public sector there is only a limited amount of monies available. So therefore I think one should think twice about offering such salaries to executives in one small section of the public sector and particularly in tourism which is a very fragile industry.

Mr. President, tourism is fragile and it is fragile because it is dependent on other sectors of the economy. It is dependent on the law and order. Unfortunately, if people get their throats slit, that is the end of tourism. If the crime rate is high, people are not going to go back and say that you must go to Barbados. The tourism industry is a very fragile industry because it is dependent on a healthy environment. If we do not clean up our act with dengue fever and if we do not get rid of it from Barbados, it will drive the tourists away. Tourism is very fragile because of that and telling people that the QEH can deal with anything out there, that is not the signal to send. That is not the message to send. The message to send is that people must clean up their act and get rid of all stagnant water, get rid of all the mosquitoes...

Aside.

SENATOR Mrs. P. E. RICKINSON: All of those, the *aedes aegypti* mosquito. The last time we had such an outbreak of dengue fever was in the 1930's from what I can recall in my research, but that is subject to correction. I would not like to mislead this House. But let me get back on track.

Tourism is a fragile industry and, if we do not clean up our environment and that includes establishing a Health Education Unit to educate the people, there is no treatment for dengue fever none whatsoever just education and lots of fluid. If you do not clean up your act, it does not matter how much money you pay the executive officer in tourism the tourist industry will not thrive.

Mr. President, as a trade unionist myself, I do have grave concerns not because these people are being paid the amount that they are being paid but I have grave concern because I know that the Government of Barbados cannot afford to pay comparable salaries to other sectors of the Public Service that are equally important as tourism which is very fragile and dependent upon these sectors. Regarding the Sanitation Workers if the garbage is not properly cleaned up, we can get typhoid or diphtheria. Nobody is going to visit Barbados.

What are the signals and messages that are being sent, Mr. President? One has to be very, very careful when one starts comparing a small part of the public sector with the private sector. Now, Mr. President, in the private sector quite a lot of these businesses are owned by these people who receive these top salaries and they plough some of it back into their business. I am not saying that public sector workers should not receive these salaries. Of course, we deserve these salaries. Of course, the nurses deserve more money. Of course, the teachers deserve more money. Of course, the policemen deserve more money. But have we got it to distribute to these sectors? We have to be very careful not to decrease the morale of these workers. I am speaking from experience. If these nurses who work several hours beyond the call of duty and who have been told that they should be Florence Nightengale, etcetera and it is a calling, it is a vocation, those same explanation you are applying to the tourist industry must be applied to nurses. You cannot take Florence Nightengale to the supermarket.

Mr. President, apart from nurses, several of us including myself have given of their time and energy for peanuts, hardly anything. So it is not really how much you are worth because you really could not pay me for the work that I did in Health Education, not what was being offered to me in America, *et cetera*. But it is a decision one makes to give the contribution to their country. If one wants more money, one would have to go and work in the private sector or else go overseas.

Another concern that I have, Mr. President, is to deal with the power of the political directorate not only in tourism but other sectors in the Public Service. I have been through this Act, Mr. President, and I have been making notations about the power of the Minister and I would like to feel that there is not so much political interference. Because if one is appointed and the Minister must approve your pension under Clause (h) of Section 4 where it says: "To register and regulate such forms of services for tourists as the Minister determines." I will just read the Act as it is. I summarized it.

Clause (b) of section 6 – Remuneration of Directors – In respect of the Office of the Chairman, "such remuneration and allowances, if any, as the Minister determines."

Aside.

SENATOR Mrs. P. E. RICKINSON: I know that it is standard but I am still making observations. If your Minister is going to determine all of this, you are being employed by the Minister. Some of the problems that I see, and I am not speaking on behalf of anyone else, that may arise is the person who employs you seems to have the right to hire and fire, etcetera in the Public Service and you tend to tell the Minister what the Minister wants to hear. 5.05 p.m.

SENATOR THE HON. G. S. H. MURRAY: Mr. President, on a point of elucidation, just for the Honourable Senator's enlightenment. I think it would help if she remembers that the Minister approves the appointment, the Minister does not actually appoint. The Minister would approve the appointment through the same Authority, through the same Statutory Board.

SENATOR Mrs. P. E. RICKINSON: If the Minister does not approve your appointment, do you get the appointment?

Aside.

SENATOR Mrs. P. E. RICKINSON: I know. I am not only talking about the....

Mr. PRESIDENT: Will you please address the Chair, Senator?

SENATOR Mrs. P. E. RICKINSON: Mr. President, I am commenting on the Tourism Authority Bill but I am also aware that some of these practices exist in other statutory bodies and also exist in senior positions in the Civil Service.

Aside.

SENATOR Mrs. P. E. RICKINSON: Yes, in some of the senior positions, with the approval of the Minister. I stand corrected, but I think the contract of the Chief Medical Officer is renewed with the approval of the Minister. It was changed from the Service Commissions to the approval of the Minister, and the Ministers have been given quite a lot of powers. Therefore, one tends to tell the Minister what the Minister wants to hear.

Aside.

SENATOR Mrs. P. E. RICKINSON: No, this is what happened. It is a big problem and I am bringing this to the attention of this House.

Clause 9, page 4:

"The Authority shall, with the approval of the Minister, appoint such persons to such offices as may be designated by the Minister."

which is unlimited power which is given to the Minister.

Clause 10, page 4:

"(1) Subject to subsections (3) and (4), 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 this Act, at such remuneration and on such terms and conditions as the Minister approves in writing."

"(3) A person appointed by the Authority under subsection (1) shall not be assigned by the Authority to a post outside Barbados without the prior approval of the Minister."

In other words, those top executives have to get the approval of the Minister if they feel they can switch offices.

Clause 10, subsection (5):

"(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."

The Minister has to approve the pension as well, in other words.

Clause 13:

"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."

The last one I am referring to is Clause 25 subsection (6)(c):

"Where a licence has been suspended in accordance with subsection (1)(a) or (b), the Authority shall in writing...

(c) notify the person whose licence is suspended that he may apply to the Minister for a review of the decision."

So the Minister more or less has the last word there.

Aside.

SENATOR Mrs. P. E. RICKINSON: Yes, further down I see that you can further apply to the court. Mr. President, the Minister has wide powers of control and it is subject to potential interference by the political directorate. What message are we going to get? Is this business as usual? We have heard about public sector reform and we have seen the political interference into several matters, and there is also the potential here for interference.
5.15 p.m.

Mr. President, I would also like to make an observation about the appointment of the Presidents. What I would like the Leader of Government Business to answer if it is possible is, is this the beginning of the double career track that has been promised? I am going to tell you why I am asking this.

At the meeting on Public Service Reform, the one I attended, it was recommended that there be 2 tracks, an administrative track with the Permanent Secretary and a technical track. The Barbados Registered Nurses Association has submitted such a track where one has an administrative track and a technical track where the nurses could stay on the ward in the clinical area similar to these technocrats and receive the same remuneration as the Matron, Assistant Matron, etc. Is this the beginning? Can we anticipate that the same thing will apply to other areas of the Public Service for example, nursing?

If this is so, it is my view that it is excellent because if you have technocrats you need to have them to go right to the top alongside the administrators and the top administrator is the Permanent Secretary. There is no reason why the technocrat cannot be paid the same as the Permanent Secretary and I would like to know if this is the beginning of public service reform where we are going to see in other sectors that the technocrats can go over and above those in administrative positions?

What I would like to know as well, are we going to hear persons in administrative positions and persons responsible for other Ministries comparing their salaries with those of these top executives? Are we going to hear the person responsible for the Ministry of Tourism, for example, saying that the person who is responsible for all 2 of the tourism sectors should be paid more than the executive officers? If so, where is all this money going to come from? That is why I started out saying that the

labour market is different and we only have a certain amount of funds to spread over the various sectors.

Are we going to say that the Prime Minister should be paid more than the Executive Officers? Are we going to hear this down the road? We do not want to put the economy in jeopardy then to ask civil servants to take another... Well, I don't know. We can't ask them to take another cut... That has been passed. To have people laid-off and unemployed.

Mr. President, I would like us to have a closer look at this Bill, look at the messages and the signals and think in terms of the social and economic repercussions of this Act because there are some... Not the Act itself, but the salaries. There are no salaries in the Act, but if I am to understand one Member, Senator Lynch, said he supported the salaries 150%. I do not support the salaries 150% because of the potential social...

HIS HONOUR SENATOR C. L. BOLDEN: On a point of order, Mr. President. I am thinking of speaking on this Bill and I would like the Honourable Senator to tell me which section of the Bill deals with a 150% salary.

Mr. PRESIDENT: I don't think Senator you can ask that question. Senator Rickinson, please proceed. You have about 3 minutes left.

SENATOR Mrs. P. E. RICKINSON: Mr. President, the Honourable Senator listened carefully to the debate and Senator Lynch said he supported the salaries 150% and no one said anything that he was out of order. Now I am replying to him.

Mr. President, I would like to suggest that this be sent to a committee and we discuss this Bill further and look at the potential repercussions of this Bill. Thank you.

SENATOR J. A. WORKMAN: Mr. President, I just want to make a brief contribution to this debate. I see that Senator Forde wants a biblical injunction for tourism but there has been tourism in biblical times. At Pentecost, there were people there from Phrygia and Pamphylia. They were tourists.

Mr. President, much has been said concerning the Bill before us and, believe it or not, I want to make a brief presentation based on what may be an agro tourism term, the word "pip", which Senator Laurie, Senator Bolden and persons who had backyard farming like myself would be familiar with. That word "pip" has many meanings.

As it applies to poultry, Mr. President, it is a contagious disease in which there is secretion of a thick mucous in the throat and a horny scale on the tongue. The

result of this is pain and suffering, stunted growth and even death; but there is also another meaning of pip and pip represents those marks on playing cards and dominoes and dice, things associated apparently with gambling. I believe, Mr. President, that in past years our tourist industry fell somewhat under both of those definitions where there seemed to be much pain and suffering and agony and almost death of the tourist industry. There seemed to be an approach of unconcern and a gambling spirit towards tourism.

On the other hand, Mr. President, the word "pip" also is a small seed such as the seed of an apple or an orange or similar fruit and when this seed is planted and nourished it gives birth to new plant life. It gives birth to vigorous growth and ultimately produces more fruit. It also, Mr. President, refers to those little diamond shapes on the skin of the pineapple and when these are fitly joined together they give protection and preservation to the pith of the pineapple until it comes to maturity.

There is also yet another definition of "pip" which is a root stock of the plant which is used in propagation, which - Senator Laurie can correct me - I think is what agriculturalists call rhizomes where the stem itself sends roots down into the earth and leafiness upwards.
5.25 p.m.

It is this type of tourism, Mr. President, that we need to move into at this time in the history of our country. There is no time for us to be wishy-washy. There is no time for us to be sitting on the back burner and hoping that something will fall into our laps, but we need to be watchful. We need to ensure that the industry is securely and firmly planted and nurtured, protected and preserved and grows into fruition.

But for the purposes of this exercise, Mr. President, I want to use the word "PIP" in an acrostic to mean:

P-romise

I-ntegrity

P-erformance.

Mr. President, the "Promise" of the Bill is found in its provisions, and particularly those provisions which relate to functions and composition. Sections 4 and 5 are the sections which relate to the functions and the composition, the way in which the Authority should operate.

I have checked carefully the changes which have been made in this new Bill with the substantive Act of 1993, and there are some 27 or 28 sections which have either been slightly changed, or remain the same. Therefore,

people may believe that there are just some cosmetic changes which have been made, and it is just another exercise that is being carried out. But I think it is necessary for us to understand that the inclusion, or the exclusion of one word, can make the world of difference, and this is precisely what I believe has been achieved under section 4 of the Bill under the head of the functions of the Authority. For as I interpret this section, the Bill seeks to remove the day-to-day domain, dominance and the running of the tourist industry from the hands of the Authority and to place it fairly and squarely and, I believe, correctly, in the hands of the private sector, so that it leaves the Government and the Authority to promote the policy; to promote that environment in which the private sector can have opportunity and the desire to invest in the tourism industry, and to make sure that this is so not only for those in the tourist industry who may be large and mighty, but also for medium-sized persons, and for the small persons, thus ensuring that opportunity is given for those who are foreign, those who are local, those who are mixed, those who are black, those who are white, those who are mulatto, to have an opportunity to invest in the tourism industry of our country.

It seems to me also, Mr. President, that the Bill seeks to move the focus from officer to office, so that we no longer look to individuals, but to the functions which those individuals are expected to perform in the interest of our community. So I myself see the changes there as very meaningful, very operative and these, I believe, form the springboard for the new look of the Barbados Tourism Authority.

The "I" is "Integrity", Mr. President. Integrity is from time to time erroneously determined by one's individual standards of morality, uprightness and justice. But I would like to think that integrity must be understood in terms of the generally accepted principles of honesty, morality, justice and fair play for all people, as understood in our Barbadian society – not in Barbados – but by our Barbadian society, because we can have foreign expression given in our country which is not of our Barbadian society. We need to preserve the accepted standards of integrity in our country as known by us. So the integrity of this Bill ought to be moving towards creating wholesomeness, completeness and compatibility for all sections and sectors of our community.

Much has been said concerning emoluments – I would not say salaries – for persons within the Tourism Authority. I share the view of many who have spoken before that it is impossible to determine the worth of an individual in dollars and cents. But I also share the views of those who have expressed concern as to the signals which might be sent in our community.

I speak as the prophets of old spoke to bring warning to the nation. It is necessary for us to give a word of caution and a word of direction because, when we are in our own particular situation, we so often do not always understand what others are interpreting by our actions, words and decisions. From the social aspect, I know the manner in which many of our young people, many of our unemployed, many of those in our society who seem to live lives of hopelessness as far as material possession and financial gain are concerned, will be watching, will be thinking and will begin to wonder: "When will I reach, or will I ever reach that standard", and it can have serious side effects for the industry and for our community.

I believe this may cause now a great spiral in the public sector and in the statutory authorities because they are, after all, all statutory authorities, and there should be no difference. They should all come on an equal footing because they all have an equal part to play in the survival of our dear land. So I issue this word of caution to Government, and I believe Government will be presented with this real challenge in the not too distant future because it is human nature to seek for equality, justice and fair play.

I note, Mr. President, that in section 7 of the Bill adequate provision is made for disclosure of directors' interests. I am happy to see that the draughtsmen have followed what I was trying to highlight in this Chamber during the debate on the Rural Development Commission Bill, and that is, that disclosure of interests should not be given once and for all, but always, and at every sitting so that...

Aside.

SENATOR J. A. WORKMAN: No, I am not talking about the old Act. I am talking about the Rural Development Commission Act because I was concerned about the question of giving one notice for all times; so I am happy that provision is given in this Bill for constant disclosure, and remains as it was in former times.

Mr. President, much has been said about – I call it authority rather than power – the authority given to the Minister which seems to some people to be extraordinary authority. I do believe that those who are responsible must remain in control, and that the tail must not wag the dog. The only time a tail wags a dog is when the dog is dead. If you see a dead dog on the road and a motor car passes, the tail wags. When the tail is wagging, the dog is dead.
5.35 p.m.

I have every confidence, Mr. President, that the present Minister of Tourism will exercise the

utmost integrity in the discharge of her duties, and I dare any other Minister whether it be tourism or otherwise not to discharge his or her authority with integrity.

What I like about the authority that is given, Mr. President, is this, that it allows the Minister to keep his or her finger on the pulse of everything that is taking place and to have swift ability to remove from office anyone, by whatever name given, whose actions within the tourism industry or whatever industry it may be and at whatever level, we cannot trust. I am happy to see that the Minister is able to exercise this authority to ensure the smooth functioning of the tourism authority.

I am a little concerned about what could, possibly, be an omission to the present Bill. If we reflect on the Third Schedule of the former Act, under section 37 of that Act there were certain Amendments made to safeguard pensions of certain persons. Under the Statutory Board Casual Employees (Pensions Act), Cap. 383 we see there was an Amendment made to that Act under the Barbados Tourism Authority Act, 1993-1 where, in the First Schedule, the words "The Barbados Board of Tourism" established by the Barbados Board of Tourism Act, Cap. 342 were deleted and substituted by the words, "The Barbados Tourism Authority" established by the Barbados Tourism Authority Act, 1993.

With the passage of this present Bill the 1993 Act will be repealed and therefore there will be need to amend the Statutory Board Casual Employees (Pensions) Act, Cap. 383. I know, Mr. President, this seems as though it would be a fly in the ointment because I know the Government wants to have this Bill passed today. But I think that under Section 2(2) of that same Statutory Board Casual Employees (Pensions) Act, Cap. 383 the Minister for Establishments has authority also to amend that Act. I should like to suggest that such an Amendment be made by the appropriate Order.

At the same time, under that same amending Section in the former Act, the Statutory Board (Pensions Act), Cap. 384 is also amended and, in particular, it deals with the persons holding the titles of Deputy Director and Director being changed to Chief Executive Officer and Deputy Chief Executive Officer. Since these terminologies will no longer be used under the new legislation, similar amendment will be required under the Statutory Board (Pensions Act), Cap. 384. Again the Minister for Establishments has authority, under Section 2(2) of that Act to make amendments.

I move from the integrity to the 'Performance', Mr. President. For me, performance is not seen just in money, buildings and material things. The real performance in the

tourism industry lies in the permanent potential which the marketing plan or the marketing strategy offers under Section 29. As a result of that, the policy of the authority will be determined by the permanent potential which the Authority will offer to all the people for motivation, activation, implementation, growth and continuity.

Our potential lies in the vision we can have. Our potential lies in the diversity of avenues of opportunity. Our potential lies in the untapped and the unrecognized areas of opportunity which lie within the hearts and the minds of the people of our fair land. Accordingly, the marketing plan and strategy of the Tourism Authority must be directed abroad, but not limited and focussed so intently, and too intently on the North American and European shores; but we must remember that it needs to be flavoured by a strategy which attracts the potential which lies within our Caribbean lands. I think that within the Caribbean lands there is tremendous scope for young entrepreneurs within the hotel industry to revitalize the guest house where, the people of the Caribbean, who are not accustomed to living styles of life in a concrete apartment prefer to come, have their little bedroom, be able to sit with Senator Gill and Senator whoever else there is present, have a chat and have good social intercourse. I think that that is very much needed in the tourist industry. I think it will play a vital part in our tourism industry and will do well to build the confidence of young entrepreneurs whose financial resources are limited but who can still provide this type of service.

The marketing plan, on the home front, must seek to inform, educate and encourage all persons in Barbados to be a part of our tourism industry. For too long we have seen the tourism industry stuck in hotels and beaches. But there is so much potential lying within the craftsmen. There is so much potential lying within those who are bell boys, maids and gardeners. But our strategy must be such that they do not remain forever as maids, gardeners and bell boys but that they see, within themselves, opportunity and ability to aspire to be owners in the years to come. That is the strategy that I think we need to have on our local scene so that the strength of the Barbadian individual may be so further strengthened that he and she may seek to rise to greater heights.

And so, in another agricultural term, Mr. President, we have, within our community, men, women and young people who I consider as 'lilies of the valley'. Lilies of the Valley are self propagating plants. Their characteristics are of purity, sweetness and power. Their home is in the lowly places. They are, like the people of our country, exposed to peril, and yet assured of their worth. They, like the people of our country are likely to be plundered, trampled and destroyed. But, within them, lies that resilience to spring forth when watered. It is the marketing strategy,

the marketing plan which must water the hearts of our people so that they may recognize their opportunity and rise to greater heights.

Finally, Mr. President, I recognize that nothing can be done perfectly by anyone, at any one time. I recognize that, with the passage of time, and with the passage of experience, and as further challenges arise within the tourist industry, there will be need to amend and to revise any Bill, any Act. This is precisely what the Bill before us seeks to do, to revise.

I pray, Sir, that we will give passage to this Bill with the warnings which have been given, for I think that the Bill has achieved its purpose, to revise the Barbados tourism industry by the establishment of a new Barbados Tourism Authority.

So be it, Mr. President.
5.45 p.m.

SENATOR Mrs. A. P. THOMPSON: Mr. President, much has been said about the new Barbados Tourism Authority Bill. I would like to say that I see it as almost in its original form with some minor adjustments which to me are major. I am concerned too about the power of the Minister. I heard the Minister say that she is not going into micro-managing, a new term which is creeping into business in recent times and which we are using quite widely but, as I look at the Act, there is room for all of that so I wonder if we mean micro-manage in the way it is really meant to be.

I think this industry has grown significantly from the nothing in the fifties to the billion dollar industry it is today with no high-flyers and there are a number of people in Barbados to whom we should extend many thanks today as we debate this Bill. I think we need to pay special tribute to those ordinary working Barbadians who are responsible for our success. We need to look at the taxi men, we need to focus on the staff of the tourism authority, the red cap workers at the Airport, the hotel management and staff who deal directly with the tourist and who determine, to some extent, whether they return to Barbados or not, the ground tour operators, the beach and street vendors who play their part for Barbados also, the pleasure boat operators, the time-sharing recruits, all these people make a valuable contribution to our tourism product. To them we ought to be grateful.

I think today's debate, although focusing on those three new posts in the Authority, more time needs to be spent on the customer. There can be no tourism industry unless we have customers. I think the Tourism Authority ought to start at that point. Who are these people to whom we want to bring this satisfaction? All over the business

world the talk is not about customer satisfaction now, it is about customer care and I think, if these three officials can guarantee Barbadians that they could bring that care to bear on the Tourism Authority and its work then all of the debating in these two Houses would have been worth it.

I think in order to increase our competitiveness, because we are concerned that there is a lot of competition out there and that Barbados needs to get a greater part of the market share, we need to increase the motivation of our employees involved in the tourism sector. We need to give them greater autonomy to make decisions at all levels in that organisation, the Tourism Authority. We need to, what they call in the business world, invert the pyramid. We are placing a lot of emphasis on the people at the top. I want to encourage the planners in Government to focus on those people at the bottom because they are the ones at the end of the day who are really going to determine the success of this industry. So, in asking who are our customers, I believe our customers are not only the visitors to Barbados. Our customers are all of those people with whom the visitors would interact and interface.

The Tourism Authority must therefore, in its planning, make provision for the beach and street vendors. That is why I was so angry about the Vagrancy Act because I realised that we were trying to correct social ills and dealing with the advantage in our society by criminalising their state and how they are attempting to eke out a living in the only way they know how to. I would like to see the Tourism Authority reach out to these people, put seminars in place to help them to understand proper business practices and to improve the quality of their customer service because they are very vital to the tourism industry.

I would like the Tourism Authority to speak to the Government about the closure of the Barbados Development Bank and I will tell you why. The taxi operators are extremely important to the tourism industry. In the wider commercial sector no bank will take risks on taxi operators to lend them large sums of the money to buy new vehicles. Since their business is a cyclical one and since their income is subject to many fluctuations they cannot prove to the commercial sector that they can service these loans on their terms. There therefore is the need for a financial institution in Barbados which can offer loans to these people on the kind of concessionary rates and terms which will allow them to continue their business.

In order for the taxi operator to remain a vital part of the tourism industry we need a lending agency in Barbados which can cater to these people. If we are really going to be placing tourism at the centre of economic development we cannot ignore the importance of an agency similar to the Barbados Development Bank at this time in our development.

I would also like for this Tourism Authority to look at those people who are selling Barbados overseas. In recent times I have heard about non Barbadians who are being trained to sell Barbados overseas. I really cannot understand that. I believe that the only person who has a real and genuine interest in the future development of Barbados, note I have said a real and genuine, what some people would even call a stake in Barbados, must be a Barbadian. I would like to see the Barbados Tourism Authority reach out into Germany, Canada, the United States, wherever there are Barbadians and mount a proper recruiting selection and training programme for Barbadians to project Barbados. I want to see that happen.

Asides.

SENATOR Mrs. A. P. THOMPSON: Well, you say you are doing new things so here is a new suggestion. Do not tell me about what happened before if all of these things are happening. I would like also to see the Barbados Tourism Authority do more to make those people in Barbados who are considered to be at the low levels of society but who still offer a valuable service in the industry, those people who do leather craft along the streets, the tourists like their work very much. The tourists like to think that they can go and stand on the spot and have their feet measured and have a pair of sandals made for them in Barbados. For some reason we have been treating these people with scorn and we make them feel that they are the outcast of the society. I would like to see the Authority at least twice a year mount some kind of customer programme which allows these people to come in and interface with the most senior people in the Authority and socialize with them, where they can feel that people really need them and that they are recognized as a part of the tourism industry.

5.55 p.m

Aside.

SENATOR Mrs. A. P. THOMPSON: I do not know when last the hotel workers had a salary increase. I have a few clients who say to me that they have not had a salary increase for sometime. I know that Senator Trotman can help me. But if the hotel industry and its employees, as Senator Lynch indicated earlier, makes such a vital contribution to the tourism industry I wonder how they are feeling today as we debate salaries of these three new executives in the Barbados Tourism Authority. I think this is bound to destroy some of the good will which is present in that industry and I have a fear that this Bill when passed as an Act is going to have very serious repercussions out there in the wider society. I think the Government ought to take very careful note of that.

I think too one of the reasons I should be concerned is that in the face of an Incomes Protocol which I believe is asking for wage restraint at all levels of the society

which is intending to attach increases in income to increase productivity that we should bring these types of salaries in Barbados at this time.

I would also like the Barbados Tourism Authority to look at the creative Barbadian and the part that Barbadian can play in the tourism industry. There is no one who can tell me that if we put a package together using Suki King that we cannot bring a particular group of people to Barbados. I do not think that we need any executive to do that. He is a world champion. The Tourism Authority should be making sure that all draughts championships are played in Barbados once Suki King remains the draughts champion. I do not see why as an individual Suki King should be going out and trying to position himself to play draughts against people who are trying to get his title. Barbados and the Barbados Tourism Authority should be making sure that all of those tournaments are played in Barbados and filmed to promote Barbados but at the same time to attract those people who support draughts to Barbados. Why cannot Red Plastic Bag be used by the Tourism Authority to promote the Raga Soca beat worldwide? He is doing it as an individual. He is doing it for himself. Why cannot we package him and take him all around the world to promote Barbados at the cost of the President's salary? Because at the end of the day I believe that we can bring a larger number of tourists into Barbados. We have people sitting down here and waiting for the people with the smaller incomes because at the end of the day it is the people with the smaller incomes in the tourism industry who have to do the brunt of the work to bring the tourists to Barbados.

I think also that we need to use our advances in modern technology a lot more. There are businessmen who can come to Barbados on a business holiday because they want to know that while they are away from home they can still have their fingers in touch and can be in control and since we are in the INTERNET and we have all of this sophisticated equipment, we should be marketing Barbados at that level. We should be linking international business and tourism. I am a trained qualified salesman so let me give you ideas. That is how we can market Barbados.

But I have a suggestion to make about the salaries of the executives at the Tourism Authority. We have precedents already in Barbados for remunerating individuals whose incomes should be determined by the level of their productivity and the ability to influence others to produce. That is how the life insurance industry remunerates its senior and all of its marketing people. I do not believe if we really want to get the most and the best out of these three individuals that we should have set their salaries at that level. What I think we should do is to put the salaries at 20 per cent lower than what they are and work out an incentive package with certain targets

that once we increase our tourism arrivals by this amount your income will go up by that and once it goes within another range the income will go up by that. I think there is no Barbadian out there who would scream if we can carry tourism arrivals from \$1.4 billion to \$2 billion and the President of the Tourism Authority from \$15 000 or \$20 000 a month once we can see the actual returns for the income.

I would like at the same time to see all those people whose work is so vital to increasing these tourism arrivals attached to that incentive package. We cannot motivate people on level incomes and this is the message which we have to send to the industry. That is why I support the productivity approach. It is the only income that I know about on a flat salary but there is no limit how much you can earn if you are prepared to work hard and that is the message that we should have been sending as we attempt to make these changes at the Tourism Authority.

Unfortunately, I think that Government has missed out on a beautiful opportunity to really lay the foundation and to really show the private and wider public sector how a productivity package can work. I would like to suggest as other Senators have done that Government take a serious look at this again. I have a fear that it is going to be counter-productive. You cannot in any organisation have individuals whose salaries are so significantly larger than the people who do the donkey work and I am not saying that they should not get that. But I would like to see them on increased productivity.

I hope that the Government will look at this closely. I hope that it does not force us to have at this time when our economy is more delicately poised and at this time when it appears that the Trade Union Movement is halfway... This is one of the fears I have that some of the gains we have made in recent times at the expense of others, not only of the workers but at the expense of a Government and this Government is fortunate. It has come in and it has benefited from the suffering of another Government and it should have learned a lesson. As I sat here today and listened to the mouthings of some of my fellow Senators on the Government side, I got the impression that they seem to forget the influence which the Trade Union Movement has in Barbados and the strength of that movement. It is not for me to say to them how they are weakening the position of the Government by speaking about salaries as though you are talking about peanuts. It is a lot of money we are talking about and I think to trivialise it in this way is a very serious error.

6.05 p.m.

Mr. President, I have a genuine concern about the poor people who work in the tourism industry. It is all well and good to talk about how much the executives can do

and how much we are going to turn it around, but at the end of the day they have to go to the supermarket, they have utilities to pay and they too need to participate in the increased yields in this business.

Before I make my departure, I should like to encourage the Government.... I have no difficulty with a Government attempting to reshape or to restructure a sector which is vital to the economy, but I do not think that it was timely for the Government to come out and announce those three top posts and not give the employees of the Tourism Authority and the wider Barbadian community an idea of the total restructuring programme, because these people are only there to execute, so I believe the Government has an idea, since it has done some survey, audit or whatever, on the type of structure it wants to set up in the Tourism Authority. I should like to find out whether we are going to have managers of sales, manager (marketing), manager (human relations) and I would like an idea of their salary scales. I would like to find out how we intend to remunerate those Barbadians who work overseas on the ground and who are going to be playing a very important part in getting people to come to Barbados. All of these things I should like to know.

Sir, I discuss this Bill today still in darkness. I do not intend to look at it from any legal perspective at all, but I look at it from the point of view of those people in the tourism industry who matter most. Let me remind everybody, lest we forget, the maids and the gardeners in the hotels, because if tourists come here and the grounds are not well kept, if the rooms are not tidy, they would not want to come back to Barbados. The people at the airport, the Immigration and Customs Officers, need to be looked at too, because they are very important to the tourism industry. Although they work in the wider public sector, the Immigration and Customs Officers are a very important part in the tourism industry. As a matter of fact, they are the first impression a tourist gets of Barbados when he or she enters Barbados, and we need to look at these people. It is a very complex area we are talking about. You have started at the top, I hope we can get to the bottom soon and I hope that when we reach there the division of labour and remuneration would be to the satisfaction of all.

Thank you, Sir.

SENATOR D. T. GILL: Mr. President, I really did not want to interrupt Senator Workman's *Nunc Dimittis*, as it were, but after the Honourable Senator who has just taken her seat as she sought to, in her own words, trivialise what was said, I have no other alternative than to bring the debate back on course. Sir, I would not call this a postlude either.

Be that as it may, the Honourable Senator, by virtue of her profession, knows quite well the importance

of marketing and she knows that sometimes when you bring an old product you have to bring new marketing strategies, and those marketing strategies come from on top and filter down. The Honourable Senator knows that it is not an easy task to relaunch a product once you have launched it the first, second or third time, even if it is one because of bad practice or simply that it did not appeal to the populace at large at that point in time. So if great emphasis is being placed on the marketing aspect of this industry, with a price attached, this should be nothing new to the Honourable Senator. Her leader also knows what 'decent salaries' – or to use the word of Senator Workman – emoluments mean, we only have to refer him to the BSIL controversy.

Sir, at a point in time we know there is no real feeling right now as the world fights and competes for certain business, and tourism is one such business. It is a fight between the vendor and the purchaser, and at a point in time we need people in research and development for the marketing of the industry with multi-faceted techniques and abilities. As far as I am concerned, what makes this industry a bit difficult to quantify is that it is non-tangible. To use good old Bajan parlance, you cannot "heff" it, you cannot quantify it by poundage. It lacks certain physical dimensions and features. It is not like a cosmetic or household product that you say let us repackage it, although we use a lot of these metaphorical terms when we are getting the point over about repackaging and retooling and relining. Nonetheless, Sir, whatever is said and done, we must make Barbados attractive overseas to the person who wants to buy the service. Gone are the days when anyone had loyalties to Barbados and said: "We will go to Barbados because it is a colony," or reasoning of the sort. With the old trade barriers coming down, or having been brought down, and with new trading blocks and zones or communities, that even makes life more difficult out there in the real world.

We know it is difficult to do away with old customs, but if the old customs have not been giving you a good return on investment, then pray tell me what is wrong with diversifying. What is wrong with having a new approach? We are not operating in the times of Marco Polo, although you could refer to him as one involved in the tourist industry, or in the days of Thomas Cook. No matter how efficacious you may think your marketing plan is, no matter how compliant you may think your plan is vis-a-vis the purchaser, if the buyer can get a similar product at a cheaper price, he will go after it. I think it was the Leader of the Senate who referred to generics and, Sir, we live in the day of generics whether we like it or not, and we are giving the purchaser the time or the product where he can make his mind up.

When it comes to the remuneration, Sir, we hear a lot of talk, particularly by Senator Thompson and her leader,

but again, as I have said earlier on, these remunerations are not unknown in their professions. They know that in an attempt to get a service executed, researched and developed, you have to pay for it. I wonder what Tony Cozier would ask to be paid if he had to do this job, having to miss out on travels down South, South Africa, Australia, England. I wonder because of his vast knowledge.

6.15 p.m.

Sir, we live in a day of modern technology. We are dealing with the supersonics and we are dealing with the aerodynamics. We are dealing with instant satellite transmission. We are not operating in the past, and if we operate in the past and the rest of the world is going ahead we cannot ask the world to stop and jump off. We would be pushed off.

Sir, I don't know if when I was out of the Chamber anyone alluded to the fall in figures between the 1989-94 period, but we see a steady and significant drop in the thousands from the U.S.A. and the Canadian market. We saw a similar thing in the U.K. market, but then there was a halt or there was a bleep, I should say, in 1994, and then a pip. And that is another sense of the word "pip". The Opposition continues to beat its breast when it speaks about the performance in 1994 from the UK, but we all know that was a direct result of the English cricket tour to the Caribbean and I am sure that all the other Caribbean islands would have recorded a significant increase.

Sir, it is because of that. Analysing that figure this brings me on to a point which I would like the executive Vice President and members of the Cabinet who sit there to push it when they are in their other settings and that is, that there should not be a tourist season. The whole year should be a season for tourism. This is what I am speaking about. If we see cricket brings a significant upshoot in the arrivals, then let us have activities year around and let us lay emphasis on these activities which will bring greater numbers from our traditional markets.

Over the past 5 years, there has been this steady decline and having been working on the south coast for the past 10 years I have felt it during that time. When I speak, I speak authoritatively about that area. I am not waiting for any figures to come out. I am surprised to see that Senator Thompson glossed over those years and then went on to philosophise and attempted to put the Chamber off court.

This reciprocity between the small businesses on the south coast, be they the taxi operators, the boutiques, the fisher folk and those not too far away, the egg and poultry folk. A lot of people do not like to mention,

the water sports operators. They keep far from that because of the outcry; but quite a few of the water sports activities were born out of the need by visitors to have activities other than just basking on the sand. It is not something that was thrust upon them.

Everyone of these little markets along the coast had their genesis in the demands of the tourists visiting and there is legislation there to control the water sports operators. I think there is ample room for them. It is just a matter of reinforcing the law as it stands.

Sir, over the 8-year period to which I refer, I have seen closures in businesses as big as one of the branches of a popular Broad Street department store because they had seen a steady decline. I have seen car rental businesses on the south coast close. I have seen bars close and during that time you would hear that you have to diversify and you have to be competitive.

I should say this talk about being competitive is sweet talk, loose talk. It is very loose talk. I was reading and I am sorry that the Honourable Leader of the Opposition is not here because I was reading recently of... I think his name was Krugman and he is a lecturer at MIT and he was saying this word "competitive" is used quite often to hide weaknesses. I think when they were telling us a few years ago about being competitive they never came out and told you what being competitive was. They never tried to help you to be competitive.

Sir, the commitment of this new Administration to the leading foreign exchange earning industries, tourism and agriculture, we saw at the very word go their commitment. We saw early on the concessions given to farmers and we are not only going to be harvesting a decent crop because of the rains, if certain measures weren't put in place and certain incentives were not given, you would not have encouraged the farmers to rekindle their interests. At the same time, Sir, they (the Opposition) allowed the poor south coast hoteliers to lie there and languish. They had absolutely no plans for them.

As recent as 2 weeks ago, I was conversing with one of these owners and when he said to me the amounts of money that they had lost over the past 3-4 years I wonder how they still continue to hold on to business. So Sir, there is the commitment to tourism as outlined in the last budgetary proposals and statement.

Sir, the importance of the south coast to tourism when we have... I must make a plug here for the Hockey Federation. I was once a relatively good player of the sport. Over the past 10 years or so, every year we have seen the hosting of the hockey festival. Even if you don't have a calendar you know that it is that time of year. The small

hotels do well. From year to year, that sport has brought thousands and this is only one small sporting organisation that has been able over 10 years to bring thousands. They have gone into South America. They have gone into North America, into Europe and the entire Caribbean so much so that I think at times that the size of the tournament has outgrown the Federation.

Be that as it may, I would like to send out a plea for assistance for the Astro Turf, because I am sure that with the Astro Turf you would be able to attract more and better players to the Island with time. Not only hockey, not only test cricket. Each and every year for the past 10 or more years there has been the Fred Rumsey Pro-Am series. Again this brings quite a few families from England, Scotland and Wales to come down and play cricket. As you know with families, moke rentals are up, the south coast is full, and the smaller ones - I am not putting a case for the big boys. They can put a case for themselves. They have the correct media to do that.
6.25 p.m.

We know whenever it is past New Year and approaching Easter, at the Cockspur Gold Cup we see lots of Trinidadians and Martiniquans coming and spending time just for that weekend, or the week preceding the Cockspur Gold Cup. So when people give the impression to forget the south coast and let us just market the west, this is a mistake which the previous administration had fallen to, that is, promoting Barbados as just a golfing paradise, and a horseback riding paradise. It has given some problem.

We see the Congaline, again bringing significant arrivals, and Crop-Over. Even when the CXC examiners are here, again it is the south coast. I think it is time that another sporting organisation, the basketball organisation, dispense with the CARICOM championship and try to attract, just as how the hockey did some years ago, some of the high schools and colleges into the island. Again that will improve the business on the south coast. So I see the south coast as having created its own niche. This would be part of what I call the all year round tourism industry.

Sir, I could not go off this topic without calling for the first time on those folks involved in this saga with the BAFA and Lambada, to bury the hatchet with their own personal agendas.

Aside.

SENATOR D. T. GILL: I know more than you think, Madam Senator.

Mr. PRESIDENT: Senator, I think...

SENATOR D. T. GILL: I am sorry, Sir. Sorry for disrespecting you. I am awfully sorry.

Mr. PRESIDENT: I think you are probably straying a little from the point.

SENATOR D. T. GILL: Sir, I am bringing all this into the sports tourism which will be using the south coast as a niche for this type of tourism.

Mr. President, we tend to think that countries like England do not depend on tourism. I was of that opinion until I went to England some 12 or so years ago when I saw the importance of Wimbledon. Right now there is a city, I am not sure whether it is Manchester or London, but they are vying to host the next Commonwealth Games, and there is the trickle down effect even down to selling small pins advertising the festival, or the event. You go to Wimbledon and you do not get away unless you come out with some small tag or memento. If England can market the River Thames, I do not see why we cannot market our south coast. Even that, too, can be marketed for what it is worth.

Sir, this Bill, as I see it, seeks to restore some of the tooth and claw to the Minister. Whenever all is said and done, at the end of the day the Cabinet has to take the praise, or they have to take the licks, whether it is the failure of the Authority, or whether it is the failure of the Government *per se*. I have no difficulty in coming to grips with the role, or the responsibilities of the Minister, as outlined in the new Bill.

With that explanation of how I see this new Bill, Sir, sort of opening up the corridors and allowing a fresh breeze into the operations of the whole marketing, research and developing aspect of the Authority, I will give my wholehearted support to its passage.

SENATOR THE HON. R. R. FARLEY: Mr. President, I beg to move that this Barbados Tourism Authority Bill be read a second time.

The question that the Bill be read a second time was put to the Senate.

A division was called for.

The question that Bill be now read a second time was put to the Senate and agreed to, the Senate dividing as follows:-

Ayes: SENATOR THE HON. R. R. FARLEY, SENATOR THE HON. P. C. GODDARD, SENATOR THE HON. G. S. H. MURRAY, SENATOR C. A. FORDE, SENATOR Miss O. P. SYMMONDS, SENATOR

D. T. GILL, SENATOR Miss J. C. ODLE, SENATOR N. A. LYNCH, SENATOR N. P. WELCH, HIS HONOUR SENATOR C. L. BOLDEN, SENATOR C. K. LAURIE, SENATOR S. P. BERNSTEIN and SENATOR J. A. WORKMAN - 13

Noes: SENATOR C. LeR. TROTMAN, SENATOR Mrs. P. E. RICKINSON, SENATOR Mrs. A. P. THOMPSON and SENATOR C. A. MASCOLL - 4.

SENATOR THE HON. R. R. FARLEY: Mr. President, I beg to move that this Honourable Senate resolve itself into committee for the consideration of this Bill.

SENATOR C. LeR. TROTMAN: Mr. President, I want to speak on the motion that the Chamber would make itself a joint select committee. I am not sure I need advisement on this, whether it is of both Houses, or of this particular Chamber, but I would like to counter by suggesting that we go to a Joint Select Committee.

SENATOR Mrs. P. E. RICKINSON: Mr. President, I would like to second that.

Mr. PRESIDENT: Senator Trotman, I am advised that the better procedure would be to move an amendment to Senator Farley's motion to the effect that it stand committed to a committee of this House, it already having passed the Other Place.

I will put Senator Trotman's motion first.

The question that this Bill now stand committed to a select committee of the Senate was put to the Senate and negatived.
6.35 p.m.

Mr. PRESIDENT: I now put Senator Farley's motion.

The question that this Bill now stand committed to a Committee of the whole Senate was put to the Senate and agreed to.

Mr. PRESIDENT: The Senate is in Committee.

Mr. PRESIDENT left the Chair and the SENATE went into Committee on the Bill, HIS HONOUR SENATOR C. L. BOLDEN in the Chair.

COMMITTEE

Mr. CHAIRMAN: The Senate is in Committee. It has been drawn to my attention that there are several Amendments to the various clauses that have been passed in the Other Place. Therefore, as the respective clauses

are put before the Chamber, they will be the amended clauses that have been passed in the other Chamber. Mr. Clerk, proceed.

Clauses 1 to 2 inclusive were called and passed.

Mr. CHAIRMAN: It has been drawn to my attention that the Bill before the Chamber is the correct Bill which has already been amended in the Other Place. We would proceed, as normal.

Clauses 4 to 30 inclusive were called and passed.
6.45 p.m.

Clause 30 was called and passed.

Clause 31 was called and passed.

Clause 32 was called and passed.

Clause 33 was called and passed.

Clause 34 was called and passed.

The Schedule was called.

SENATOR THE HON. R. R. FARLEY: I beg to move that the First Schedule be the First Schedule to the Bill.

The question was put to the Senate and agreed to.

The Second Schedule was called.

SENATOR THE HON. R. R. FARLEY: I beg to move that the Second Schedule be the Second Schedule to the Bill.

The question was put to the Senate and agreed to.

On the motion of SENATOR THE HON. R. R. FARLEY, Mr. CHAIRMAN reported the passing of one Bill in Committee without amendments and Mr. PRESIDENT resumed the Chair and reported accordingly.

On the separate motions of SENATOR THE HON. R. R. FARLEY, the Bill was read a third time, passed and cited as the Barbados Tourism Authority Act, 1995.

ORDER NO. 1 – THE PLANT PEST AND DISEASE (IMPORT CONTROL) BILL, 1995

On the motion of SENATOR THE HON. R. R. FARLEY the Plant Pest and Disease (Import Control) Bill, 1995, was recommitted to a Committee of the Senate, Mr. DEPUTY PRESIDENT in the Chair.

COMMITTEE

Mr. DEPUTY PRESIDENT: The Senate is in Committee.

Clause 14 was called.

SENATOR THE HON. R. R. FARLEY: Senators may wish to note that there is an error in the Bill as circulated. Section 14 as passed by the House of Assembly actually reads, "Subject to section 6(6) all expenses incurred in the administration of this Act are to be defrayed out of moneys voted by Parliament for the purpose." A correction should have been made to that section prior to circulation.

The question that Clause 14 as amended stand part was put to the Senate and agreed to.

Clause 15 was called and passed.

On the motion of SENATOR THE HON. R. R. FARLEY, Mr. CHAIRMAN reported the passing of one Bill in Committee and Mr. PRESIDENT resumed the Chair and reported accordingly.

On the separate motions of SENATOR THE HON. R. R. FARLEY, the Bill was read a third time, passed and cited as the Plant Pest and Disease (Import Control) Act, 1995.

ADJOURNMENT

SENATOR THE HON. R. R. FARLEY: Mr. President, I beg to move, Sir, that this Senate do now adjourn *sine die*. I would want to take this opportunity to inform Senators that dinner is served downstairs.

The question was put to the Senate and agreed to and Mr. PRESIDENT adjourned the Senate sine die.
6.55 p.m.

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