

Bermuda
and the
next millennium

by

J. Christopher 'Kit' Astwood, OBE, JP

BERMUDA

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INTRODUCTION

Shaping a future Bermuda

Work needs to be done on the long term hopes we have for shaping the future of Bermuda.

The purpose of this document is to share in that process and create a background against which any group which chooses could take this document and produce from it their own ideas of what they believe to be an attractive Bermuda in the future: what they believe to be their plan.

Under our Constitution and in our democratic society no one person or group has a monopoly on the ideas of a future Bermuda; however, at some point our society must be cohesive enough to remain attractive to the rest of the world.

Diversity is in itself attractive, but extremely unattractive if it points towards instability.

In the end society needs the will to implement reforms and demonstrate creativity if it is to resolve to face the future together as one community.

For this reason, we must engage in soul searching, taking a hard look at the realities around us, internally and externally, as business globalises and becomes more competitive. As a result we must develop a blueprint of the kind of society we see as ideal; that treasures the spirit of self help; that can adapt to the pressures put on its society from the outside world; and most importantly, a society that is in itself creative and is pushing its own ideas and products into the rest of the world on a global basis.

As we formulate concepts leading to workable ideas for the future, we must continue to apply ourselves to educating the youth, organising our lifestyles and cultivating the everyday environment. The main objective of caring for the future of Bermuda has to be aimed at an economy that enriches our lives materially and culturally, while allowing all human beings, resident or visiting, to fulfill themselves spiritually.

The political, economic, and social systems that have supported and served Bermuda's miraculous economic advancement have reached maturity. They have reached an impasse, with the resulting loss of vitality, sense of direction and orientation.

Advanced information systems and explosive competition in the visitor business has confronted Bermuda with a major dilemma.

This combined with a society which is getting older, and producing less children, means we must face new needs, and address these needs, by pooling our energies to create an attractive Bermuda, that

gives our young hope for the future. The young need to acquire the ability to study, and later to do business, while at the same time ensuring that the people around the world continue to perceive Bermuda as a desirable place to visit, to do business with, and in which to live.

We must continue to establish a Bermuda identity that confirms the trust and respect of the International community.

Much public and private work has been done on our various long-term objectives.

In 1989 the Hotel industry of Bermuda spent a substantial amount of money on a report which thoroughly researched the future of the Island's tourism industry.

The Government's "Commission on Competitiveness" report encompassed all aspects of Bermuda's commercial life.

Many other well-documented examples of research exist in the form of the Professor Henry Richardson Report; the Thornley Dyer Report; the Tumin Report; the Pitt Commission; the Race Relations Report; the Multi-Cultural Report. They go on forever. Each and every single report has made its contribution to the evolving Bermuda, in its limited scope and own focused mission statement.

Planning for the future is not an empty exercise best left to amateur philosophers, but a vital part of any company's plans and—by extension—a crucial function of any responsible government and country.

Bermuda invented Island Tourism, and later an enviable position in the field of International Business.

These two pillars of our economy have created a harmonious community for the outside world to look at as an able, homogenous, grouping of people, who, themselves look out to the rest of the world with their own specific lines of goods and services, and the resulting lifestyle that the rest of the world will wish to copy from us, rather than the other way around.

Let others respect us for what we have produced and what we do for our customers, the world!

Comments and criticisms from all quarters are welcome, provided those criticisms and comments show Bermuda in the light of global presence.

It is time now for the public to enunciate their ideas and create public debate.

J Christopher ('Kit') Astwood, OBE, JP
May 1997

Agenda for the years up to 2017

BUSINESS

Bermuda business must acknowledge that they play the central role in the creation of wealth and that it is their profitable enterprise which is critical to the creation of a truly affluent, animated, harmonious, law-abiding, civil, stable society.

Bermuda business houses have matured into contributing corporate citizens, trusted by the Bermudian and International communities.

Agenda for discussion

1. How to engage in free and fair competition in the global market.
2. How to devise programmes that strongly implant in the workplace the principle of self-responsibility, self-respect and therefore self-motivation.
3. How to create a business atmosphere that motivates and empowers all those in the workplace with a keenly defined sense of direction, that allows every single individual to contribute to Bermuda's growth.
4. How to set up programmes which will encourage all Bermuda residents to be up-to-date and innovative, ensuring satisfaction to our consumers inside and outside Bermuda.
5. How to encourage business to spend heavily on research and development into new product and service lines, with an eye to the future.
6. How to cultivate and acknowledge that business is always a partnership with the community, the government, its customers and those others that the business community serve.
7. What is business expected to contribute to Bermuda willingly as good corporate citizens?
8. How to deal fairly with the issue of Independence and its possible effects on the Island's international and visitor businesses (see Appendices 3 and 4).

GOVERNMENT

Good Bermudian government emerges from strong, common-sense political leadership; an efficient Bermudian elected government requires a strong, highly educated and highly motivated Civil Service.

Agenda for Discussion

1. Review the guidelines which ensure that the elected political leadership must remain in charge of policy decisions. Cabinet must receive full-time salaries and they must spend full-time at their posts (see appendix 9).
2. Review and reconfirm the policy of employment of Permanent Secretaries and their number; the requirement for innovative, wide, but focused, experiences in their past performance; and ensure that they have flexible job descriptions giving accountability to their peers.
3. How to ensure that Bermuda has a strong, stable, innovative civil service tailored to our land and population size (see Appendix 2).
4. Review our electoral boundaries and consider the reduction of the number of seats in Parliament to twenty and the reduction of the number of seats in the Senate to seven.
5. How to ensure that the borrowing of funds are only for capital projects and plans for repayment are put in place at the time of borrowing.

Review which areas of our Bermuda tax system need some reform (Appendix 8).
7. Consider strengthening the Auditor's department (Appendix 1).

THE ECONOMY

Agenda for discussion

To develop thoughts on an economy suited to globalisation and the free market economic system. The agenda begins with discussion on the following:

1. What facts are required to prepare Bermudians for an older workforce, higher health and pension costs, and the need to employ huge numbers of foreigners to replace our declining and retiring Bermudian-born workforce ?
2. “Constantly exploit Bermuda’s unique geographic location.” What does this mean? Identify and quantify through research and development our niche positions in the global economy.
3. Who is to co-ordinate the constant examination of the needs of international business, tourism and the local economy, and ensure they are willing to adjust for the sake of their stability and that of Bermuda ?
4. Discuss how to encourage new niche businesses, new niche industries, new hotels, new office blocks, new international business ventures — and how to make them all feel welcome by granting property ownership to our main industries.
5. How to strongly encourage the expansion of Bermudian-owned businesses overseas.
6. How to improve Bermuda’s participation in the money and capital markets of the world.
7. How to build up Bermuda’s position in the world of intellectual assets.
8. How to continue to enlarge the International Shipping Register (Appendix 7).
9. How to harmonise Bermuda law and policy with accepted international global standards, so as to remain competitive.
10. Discuss and identify where comprehensive deregulation will enhance our global competitive practices but within acceptable norms of law.

GLOBALISATION

Agenda for discussion

Through corporate acquisitions and sponsorship of Bermudian ideas abroad, gain a position in the global marketplace that commands respect from our competitors

This highly emotive objective is subtly underway. The agenda is for all of our business sectors — tourism, international business and any and all Bermuda business houses, where it suits them, to:

1. Identify and continue the practice of political and business leaders going abroad together, to promote the interests of Bermuda.
2. Prepare the business community, in particular, to assume even more responsibility of global contact and networking.
3. Join some of the numerous global organisations at business and government levels.
5. Promote the Bermuda Stock Exchange abroad.
4. Examine reciprocity and understand the areas where this requirement can, may, or must be met.
6. Discuss: does the Bermuda dollar in today's competitive world assist Bermuda's economic well-being at home and abroad?

EDUCATION

Agenda for discussion

A subject older than written history. In Bermuda more controversial than it needs to be. We need to discuss how to:

1. Establish an education system that attaches supreme importance to literacy and numeracy; the importance of individuality, creativity and application to subject while at the same time respecting social co-operation.

Split into two, separately managed education establishments:

the quality of education; and

the quality of facilities provided.

3. Education in the schools to have a clear mission-statement suited to the Bermudian workplace.
4. Education in the Bermuda College to have a clear mission-statement suited to the global workplace.
5. Constantly revitalise curriculum to meet current and future demands arising from Bermuda's new global outlook.
6. Ensure that corporate Bermuda takes a positive position within the educational system, including the classroom.
7. Encourage corporate recruitment practices to dictate to both the managers of the education establishment and to the managers of the facility establishment, what their needs are for the future.
8. Persuade educators to encourage the view amongst its students that "Whatever your job, do your best and the community will respect you". (Appendix 6).

THE PRIORITIES

Everyone in Bermuda, all 58,000 of us, will differ on the priorities and in what order they are to be achieved.

Therefore, it's best to forge ahead and list the priorities as they appear to suit the preceding statements and discuss:

Agenda for Discussion

Government

1. The realisation of an efficient government greatly reduced in numbers, elected, appointed and employed to reflect the size of our Island community. At the same time, introduce administrative fiscal and tax reforms, by:
 - (i) The reduction of the size of Government and reorganise the duties of ministries and departments.
 - (ii) The reduction of the size of the elected Parliament (the House of Assembly) to twenty members and the number of appointed Senators to seven.
2. How to persuade politicians away from the ambition, feeling and assumption that the politician is the CEO or General Manager and persuade politicians that they are there to develop policy and are elected for the purpose of promoting those policies.
3. How to encourage the civil service into the role of being the innovative managers of Bermuda.
4. The rationalisation and use of all government properties, their cost of upkeep and administration.
5. Privatisation, where practical, of existing government services to be the watchword.
6. The selling of government lands to *bona fide* long-term business ventures and home owners.
7. The improvement and the maintenance to extremely high horticultural standards of roadsides and government parklands and beaches.

8. The re-adjustment of the ratio of direct taxes to indirect taxes.

The Economy

9. A mobile workforce of Bermudians and foreigners is essential to our economic future. How to encourage a national Bermudian attitude to the acceptance of foreigners in our midst as being essential to steady, sustained, corporate growth in Bermuda and abroad using the best human resources available to the particular enterprise.

Business

10. How to encourage Bermudian-based companies to spend more on research and development.
11. How to encourage Bermudian companies to expand abroad.
12. How to encourage corporate property ownership.
13. How to encourage corporate membership in global organisations and societies.

Globalisation

14. How Bermuda fits into a global society.
15. How to encourage government membership in global organisations and societies.
16. How to persuade Bermudians that innovative computer literacy is essential to our economic success.
17. How to encourage existing Bermudian innovative architectural design so that we can always build for the future in our own style.
18. How to encourage existing Bermudian innovative horticultural and landscape design so that our natural beauty is always on show.

19. How to encourage a number of well-defined, focused, cultural and environmental groups, together with their international connections, to work for a rich national community and harmonious environmental policy; each utilising our creative resident population, our natural beauty, and our resources generally to the most effective benefit of our Bermuda community.
20. How to raise any and all those current standards which are too low for tomorrow's global competitive world.

Education

21. Establish an education system that attaches supreme importance to literacy and numeracy; the importance of individuality, creativity and application to subject while at the same time respecting social co-operation.

Split into two, separately managed education establishments:

- (i) the quality of education; and
 - (ii) the quality of facilities provided.
23. Education in the schools to have a clear mission-statement suited to the Bermudian workplace.
 24. Education in the Bermuda College to have a clear mission-statement suited to the global workplace.
 25. Constantly revitalise curriculum to meet current and future demands arising from Bermuda's new global outlook.
 26. Ensure that corporate Bermuda take a positive position within the educational system, including the classroom.
 27. Encourage corporate recruitment practices to dictate to the managers of the education establishment and to the managers of the facility establishment what their needs are for the future.

28. Persuade educators to encourage the view amongst its students that "Whatever your job, do your best and the community will respect you".

I made no changes to the education priority agenda, in fact there are more items, and broader subject matter that require examination and discussion.

* * * * *

APPENDICES

The Appendices show us what specific, pin-point research can reveal. Just facts without opinion.

APPENDIX 1

The Auditor

The Constitution creates the position of Auditor and ensures that the position is completely independent of the Government of the day. The Governor appoints the Auditor and can remove him.

The Auditor is the Island's financial watchdog, there to watch for the proper allocation of expenditures and to reveal excesses.

The Auditor is discreet in his actions. But the Reports are out of date. The Auditor should be given more facilities and co-operation so that his reports will be current.

APPENDIX 2

The Civil Service

If we assume that Civil Servants are as good and efficient as the general working population of Bermuda, how many civil servants have been dismissed for inefficiency since 1 April 1990?

Can Civil Servants be dismissed, or are they secure in their job? What are the legal steps to dismissing a civil servant who is inefficient or inept?

How has Bermuda's public sector (often known as the 'civil service') grown since 1960?

In **1960** the Island's population was 42,640 and the working population was 20,067. Of that number 1,622 worked for the Government. Which is

8%

of the working population.

By **1970** Bermuda's population had grown to 52,976 and the working population was 27,319. Of that number 3,341 worked for the Government. Which is

12%

of the working population.

In **1980** the Island's population was 54,050 and the working population was 31,436. Of that number 4,829 worked for the Government. Which is

15%

of the working population.

The Island's **1990** population was 58,050 and the working population was 33,120. Of that number 6,429 worked for the Government. Which is

19%

of the working population.

**Percentage of the workforce which
Is employed in the public sector**

some comparisons

United Kingdom

20%

(Source: UK Civil Service Unions)

Bermuda

19%

(Source: Statistics Dept, Bda Government)

Canada

17%

(Source: Statistics Canada)

USA

15%

(Source: Federation of Local,
State and Municipal Employ-
ees. Washington, quoting US
Department of Labor Statistics)

Radical reductions in the size of the Canadian and UK civil service are now taking place. Major cuts in staff and privatisation of various sectors of the public service are occurring in both countries. The question to study is: Will a \$100 million cut in cost of Government be passed on to our customers, so that we maintain our competitive Global Position?

APPENDIX 3

Independence

The Independence debate of 1993 through 1995 galvanised the Island. How did that issue start? Who raised the subject and why? What effect did the debate and the Referendum have on tourism, international business, and local business? Was the debate and the Referendum good for the Island, or was it unsettling?

In the campaign weeks before the October 1993 General Election then Premier of Bermuda, Sir John Swan, JP, MP and the then leader of the Opposition, (the late) Mr L Frederick Wade, JP, MP were both asked by journalists what role the question of Independence for Bermuda would play. Both Sir John and Mr Wade dismissed the subject. Both seemed to be speaking for their parties when they said that Independence was not an issue at this Election. The UBP won the October 1993 election.

In late December 1993, Premier Sir John Swan — in an interview with the *Royal Gazette* in which he reviewed the year — raised the matter of Independence and asserted that it needed to be addressed. The Premier had no mandate from his party colleagues when he raised the matter. Throughout 1994 Sir John battled hard to pilot the Independence Referendum Act into law, causing deep splits within the UBP and the PLP.

On Wednesday 16 August 1995 (after the Referendum had to be postponed for one day because of a hurricane that struck the Island) the 37,841 voters of Bermuda were invited to attend the polling stations to answer this question:

ARE YOU IN FAVOUR OF INDEPENDENCE FOR BERMUDA?

Yes No

The result was, it seemed, decisive:

"Yes"	5,714	26%
"No"	16,369	74%
Total votes	22,083	58%
"No Show"	15,758	42%
Total electorate	37,841	100%

58% of the registered electorate voted and of those who voted 26% said "yes" to Independence and 74% said "no" to the idea.

Closer examination shows some interesting aspects to that apparently decisive “no” vote.

The Progressive Labour Party told the electorate to abstain on referendum day. What if the Progressive Labour Party had instructed all their members to vote in the referendum and, although advising them to vote “yes”, had left the final decision of PLP supporters to their individual consciences and preference ?

Vote	If 76% of the total electorate of 37,841 had voted			
	One possible result		Another possible result	
“Yes”	12,347	43%	8,915	31%
“No”	16,393	57%	19,845	68%
Total votes	28,760	76%	28,760	76%
‘No show’	9,081	24%	9,081	24%
Total electorate	37,841	100%	37,841	100%

But other factors come into play. Is Independence affected by which party is in power? How many people say "I'll vote yes to Independence, but only if my party is in power at the time"?

It is clear that given the divisions that occurred within both the UBP and the PLP on the issue, the matter of Independence will be studiously avoided by both parties at the next General Election. Indeed, the late Mr L Frederick Wade, told the Financial Times of London in November 1995 “We are not going to raise that matter at the next General Election”.

APPENDIX 4

Our International and Visitor Business

Leaving aside the question of Independence, could international business die away suddenly and dramatically? Those who believe that a mass emigration of Bermuda's international business community is a fanciful idea may wish to learn from history — from the history of this Island.

One hundred years ago Bermuda was an agricultural-exporting Island. The prime export was onions and the prime market the USA. In 1899 the Island shipped 446,551 crates of onions to the USA. But by 1913 the picture had changed dramatically and dangerously: just 65,074 crates of onions were arriving in the USA from Bermuda. Arrowroot was another successful export that had virtually died away by World War One.

The reasons for this dramatic slump were numerous. The opening of the railroads and the Panama Canal allowed west coast farmers to reach the east coast of the USA much more easily and protectionist tariffs were imposed by the US Congress. Bermuda's attempts to have the tariffs removed or eased were unsuccessful. No one in Bermuda could possibly have foreseen these problems and even if the problem had been anticipated, tiny Bermuda would have been able to exercise little or no influence on them.

Tourism came to our aid. A watershed was reached just after the First World War when the number of tourists arriving in Bermuda was greater than the number of residents of the Island. We had moved from one disaster to another success.

This example, of an agricultural industry that seemed unassailable and assured, but which died away, is used to demonstrate the fact that we cannot, as a nation, regard the presence of tourism and international business here as a certainty, that they will always sustain us. We need to know the answer to this crucial question:

What circumstances, beyond Bermuda's control and which occur outside Bermuda could seriously damage our visitor and international business?

APPENDIX 5

The Bermuda National Lottery

Could Bermuda benefit from a National Lottery?

It is generally accepted that some of our Bermuda public sector infrastructure is an embarrassment for a country as prosperous as Bermuda. The present building and public sector capital works programmes, combined with ongoing maintenance programs, are inadequate.

One solution is for a lottery to be organised for that one purpose. National parks, bridges, historic sites, libraries, schools, water systems, public transport—just to name a few—are voracious users of capital and ongoing maintenance dollars.

The United Kingdom has been running a National Lottery for some twenty-nine months and it is as well to look at their example of how a lottery could be organised.

National Lottery of the United Kingdom

Since Britain's National Lottery came into effect, in November 1994, the Lottery has grossed £5.3 billion (\$8.3 billion). About half of that \$8.3 billion has been awarded in prizes.

In Bermuda, it is probable that the revenue from a lottery would be around \$10 million for a year.

Prizes: a minimum in Bermuda, of say, \$20.00 could be won, with graduations up to the major prize which, depending on the amount of tickets sold, may average in Bermuda, say, \$100,000 a week. Prizes are free of all taxes.

It is estimated that around 65% of the adult population of Britain buy a ticket each week. Tickets could cost in Bermuda, say, \$5.00 and should not be sold to anyone under the age of 16.

The tickets are sold at every kind of shop throughout the UK. The shopkeeper gets 5% of the ticket sales (in Bermuda, say, 10%), the Government takes a share of each ticket and the organisers of the lottery (Camelot Limited) take a percentage of the profits after costs (in Bermuda, say, 10%). The rest of the money is, by UK law, paid directly to five bodies who are charged with distributing the money to various worthy causes, and these are:

Arts Council, Sports Council, Millennium Project, National Heritage, and the Charity Council.

In Bermuda, these could be:

a Millennium Fund, a charity council, the Arts Council, a sports council,
the Bermuda National Trust, and an Education Trust.

In setting up their National Lottery, Britain has avoided the pitfall of a number of American state lotteries, where the profits of the lottery go into the general accounts of the State and no real, tangible benefit is seen.

APPENDIX 6

Our public education system

In 1988 the Government set up an Educational Planning Team and as a result of that team's report the Government announced that Bermuda's public school system was to undergo a radical reconstruction. The current public Primary and Secondary school programme would be replaced by a new, three-level, school system for children 5 through 17 years of age. Children would attend Primary School until the age of ten or eleven, then move to a Middle School for four years and then enter a High School. Those who were seeking further education would then be in a position to move on to the Bermuda College or to a college abroad.

The widespread public debate on the whole question of these major changes to Bermuda public education was brought into focus in 1992 by the decision of Warwick Academy to reject the proposed plan.

Objection to the idea of one high school, quickly dubbed the "mega school" was widespread. The public concern that was expressed was most clearly demonstrated in a *Royal Gazette* phone poll in February 1991 in which 74% of those polled were opposed to a single high school in Bermuda. Educationalists (such as Professor Mark Holmes of the Ontario Institute for Studies in Education) also spoke out against the idea.

By 1994 the Government announced that there would be two high schools: Berkeley Institute and the Cedarbridge Academy in Prospect, Devonshire.

The practical result of this new educational plan, which is now implemented, is reflected in the growth of the number of parents choosing to take the private school route for their children's education. Those figures are remarkable.

Further uncertainty is being caused by the timetable for this reorganisation of Bermuda education: it is probable that the final three-tier system will not be in full operation until 1998. It seems clear that parents are wary of any disruption of their child's school life and has stimulated the move to private education.

Research shows that Bermuda's parents are moving away from Government education system at a steady rate. The uncertainty created by the major change in education from the "primary to secondary" system to the "middle school" model has not slowed that move into private education. Indeed, research in April 1997 shows that all of the Island's six private schools are bracing themselves for a further increase in enrollment in September 1997.

**Education:
the figures**

Year	Total number of pupils in Bermuda schools	Pupils in Government schools	Pupils in Bda private schools	% of total Bda pupils who are in private schools
1960	10,784	9,280	1,504	14
1983	9,765	7,858	1,907	20
1984	9,547	7,674	1,873	20
1985	9,455	7,559	1,876	20
1986	9,263	7,371	1,892	20
1987	9,112	7,163	1,949	21
1988	9,140	7,104	2,036	22
1989	9,025	6,948	2,077	23
1990	9,120	7,039	2,081	23
1991	9,161	6,984	2,176	23
1992	9,177	6,926	2,251	24
1993	9,140	6,849	2,289	25
1994	9,151	6,871	2,781	30
1995	9,185	6,322	2,853	31
1996	9,286	6,384	3,101	33

(Sources: Census Report, 1991. Statistician's Dept 1994 Report. Ministry of Education. Direct enquiries with schools.)

In 1960 there were 9,280 pupils in public schools and 1,504 in private schools:

14%

of schoolchildren were in private education 36 years ago. In September 1996 the percentage of Bermuda schoolchildren in private education (here and abroad) had risen to over

33%

of the total number of Bermuda schoolchildren.

How many Bermuda schoolchildren are being educated abroad?

Empirical enquiries seem to show that very few Bermuda children go abroad to school before they are teenagers. But the 1991 Census Report reveals that 357 school-age children are not in the Bermuda education system. Leaving aside the 20 or so children who are too mentally afflicted to be in any school, produces a figure of about 337 (4%) Bermuda resident school age children who are being educated abroad.

In calculating the percentages of privately educated Bermuda schoolchildren, that number of 337 (4%) has been added to the figures of those being educated privately in Bermuda.

**Percentage of schoolchildren
being educated in private schools**

some comparisons

Bermuda (Source: Department of Education and direct enquiries)	33%
Canada (Source: Statistics Canada)	5%
United Kingdom (Source: Department of Education, London)	7%
United States of America (Source: Department of Education, Washington DC)	11%

Bermuda figures include those children being educated abroad. Other countries' figures do not.

Teachers to pupils: the ratio

In **1960** there were 486 teachers working in Bermuda and the school-age population (5 through 15) was 10,784. That gave a ratio of

one teacher to 22 children.

The manpower survey of **1994** says that there were 748 teachers in Bermuda's primary and secondary schools (both public and private). As there were 9,151 children in Bermuda schools in that year, that means that the ratio had improved to a remarkable

one teacher to 12 children.

Why change the education system?

It could be argued that the present school system, primary school to age eleven, secondary school to age sixteen or seventeen has served Bermuda well. Certainly, comparison with other countries shows that far more Bermuda children progress to higher education than most other countries.

Percentage of population 25 to 34 years old who have completed a Bachelor's Degree or higher. Bermuda and selected countries (1991)

United States	24
Bermuda	19
Canada	16
Germany	12
Sweden	12
Finland	11
United Kingdom	11
Norway	11
Denmark	10
France	8
Italy	7
Netherlands	7

(Source: Newman Report 1994)

APPENDIX 7

Shipping Register

What percentage of Government income is obtained from the Shipping Register? Why is the Bahamas ahead of us in the world league table? Is it because it is cheaper to register there? Or easier?

APPENDIX 8

The Bermuda Tax System

As Bermuda grows into the rest of the world, global economics and political strategies will cause us to change our tax system.

The reason: so that we remain competitive in the global marketplace.

APPENDIX 9

Full-time politicians?

The pay for members of the government and other legislators, with effect from 1 April 1997

Position	Salary (\$)
Premier	89,155
Minister of Finance	76,044
Deputy Premier	70,799
Other cabinet ministers	62,932
Opposition leader	52,444
Members of the House of Assembly	31,466
Senators	20,978

Source: House of Assembly

AFTERWORD

AFTERWORD

I hope that you have had a stimulating read.

In writing this volume I have avoided the temptation of clouding the whole subject with too many figures. I have deliberately aimed for a general review of Bermuda with this question at the back of my mind:

“Where will Bermuda be in another twenty or twenty-five years?”

I have set out recommendations for a long-term agenda to make us focus on the creation of a harmonious future for our children.

I have deliberately ignored any detailed reference to tourism: repairs to our tourist industry are already underway.

My hope is that this work of mine will provoke debate, encourage discussion, and persuade all of Bermuda that thinking long-term is not an idle exercise, but an important responsibility, a responsibility that we must all exercise.

Without some main objectives before us, life becomes too subjective; vulnerable little Bermuda will always need a life with clear, long term objectives.

So much is good about our stable Bermuda.

The path to any objective is littered with naysayers, soothsayers, brayers and bayers — most of whom eventually become solid supporters.

Bermuda’s motto translates into English as “Whither the Fates may lead us”. If the Island is to survive and prosper into the next millennium then we must be sure that we are masters of our own fate.

So, enjoy an evening of thought, pick out your own objectives and support them — publicly. Have a major over-riding agenda and enjoy the colossal task of achieving your objectives at the least possible expense to your neighbour.

This book is intended to stimulate thought, no finger pointing or malice, but solemnly intended to make us take a good look at ourselves and Bermuda’s future.

My thanks to George Rushe, for his research and editorial work for this book.

J Christopher (‘Kit’) Astwood, OBE, JP.
Bermuda.
May 1997.

Notes

J. Christopher ('Kit') Astwood was born in Bermuda on 20 March 1933, the son of Hilda (nee Onions) and Jeffrey Carlton Astwood. After education at Saltus and Charterhouse he spent a year at Cambridge before setting out to Africa and the Far East, working for the South China Morning Post and the Royal Geographic Society.

On his return to Bermuda in 1955 he joined the family company of JB Astwood and Sons Ltd. and was appointed managing director in 1957, a position which he still holds. He has been Director or Chairman of numerous local companies.

In 1966 he was part of the delegation to the Bermuda constitutional conference in London. Since then he has served on many Government and Public Boards (among which are the Bermuda Employers' Council, the Labour Relations Advisory Council, the Ecological Committee, the Air Transport Licensing Board, the Fire Services Board, the Race Relations Advisory Committee and the Broadcasting Commissioners). He is past Chairman of the St. James' Church Vestry, past President of the Bermuda Chamber of Commerce, the Sandys Rotary Club, the Bermuda Credit Association and was Chairman of the West End Development Corporation for eight years.

An active member of the United Bermuda Party he served as member of Parliament (1972 to 1980) for Sandys North and was Government Whip and Minister Without Portfolio.

For his services to Bermuda, Mr. Astwood was made an officer of the Order of the British Empire in 1988.

a posse ad esse
from the possible to the actual