



Recognising and upholding excellence in local government

Mail: PO Box 105
Coolum Beach QLD 4573
Mobile: 0433 214 320
Email: info@oscar.org.au

Candidate survey – Sunshine Coast Regional Council (SCRC) Election 2024

Surname:	Swan	Given name:	Min
Position contesting:	Mayor		

1 About you:

Do you live in the Division for which you are standing?	YES/NO	Yes
Are you a member of a registered political party?	YES/NO	No
If so, are you endorsed or formally supported by that political party?	YES/NO	No

2 How will you deal with situations where you or your immediate family have assets, interests or affiliations that might be likely to present you with potential conflicts of interest in carrying out your tasks as a Councillor?

Comment:

I have a proven track record of prudent and strict management of Conflicts of Interest, including 'perceived' conflicts of interest. As the President of the Sunshine Coast Business Women's Network (have stepped aside during the election to avoid a conflict) I actively manage conflicts of interest with a committee environment. Wherever possible I would work to avoid a conflict, but where one eventuated I would be open, transparent, and manage the conflict strictly according to policy and to ensure there was no misappropriation of position.

3 If elected, how do you intend to engage with your community and/or the region?

Comment:

I will be a highly accessible Mayor. My history is in people and change management and I achieve my best results through collaboration and communication. I am committed to representing the whole region and being an active part of each Division and repairing community relationships with Council is key. I would work collectively with Division Councillors to ensure the community felt heard. I believe in active and respectful relationships and know that better quality results can be achieved earlier if two-way communication is achieved. I will commence Mayoral Advisory Groups and actively participate in 'street walks' throughout my term to ensure I always understand the voice of the community.

4 If elected as a Divisional Councillor, how will you advance the specific needs of your community?

Comment:

I will utilise my proven ability at bringing key stakeholders together to create a 'Team Sunshine Coast' mentality where the tough conversations are raised, collaborative outcomes are prioritised and together we create a clear vision for our region. I would activate the already well developed relationships I have with State and Federal members to advocate with a unified and powerful voice to all levels of government. As an Independent Mayor I would actively and positively work with all elected representatives (irrespective of party) for the benefit of the Sunshine Coast. Bringing together the business community, community associations, and all levels of Government to create a unified voice is essential to attracting the infrastructure and attention we need.

5 Why do you think that you are the best candidate for your Division or for Mayor?

Comment:

As a non-political, long-term local (32 of my 48 years), community contributor, business owner, mother and informed voter, I made the decision to run for Mayor because I believe the next four years will have generational consequences and the Sunshine Coast needs a new era of leadership. Despite my SME business being in its prime, I am prepared to stand up for, and serve, my region because I fear what could occur over the next four years if not managed with strength, accountability and a clear vision.

I have a strong reputation for making things happen, for delivering with excellence, developing creative solutions, for leading by example and not stopping until the result is achieved, all while bringing my team along on the journey. I will work tirelessly to create a unified and clear vision for our future. I will be a powerful voice for advocacy of our needs, a collaborative leader who genuinely listens to their community, with a keen focus on fostering public confidence and engendering a respectful environment for the Council team.

As a business owner sustainable economic growth is a daily consideration. I am opposed to wasted resource and will look for budget improvements, debt integrity and look to seek return on investment of the decisions made by the former Council.

The Mayoral decision is not about me obtaining a role, it is about keeping our region and our people safe.

I am offering a new era of leadership where equity is the outcome and each part of our unique region will be identified and celebrated as a jewel in our crown. We do not need a one size fits all approach. As an accessible Mayor committed to co-designing unified and vibrant communities, I will be by your side as we unlock the potential, solve the challenges, and build a relationship that leads to actual outcomes. You deserve action not words.

6 Do you have any additional comments you would like to make concerning this section of the survey?

Comment:

Due to the tipping point the Sunshine Coast finds itself in over the next four years, I would ask OSCAR members to consider their choice of Mayor along the following parameters:

- A Mayor who can lead with strength bringing together stakeholders and all levels of government to co-design our Sunshine Coast to achieve the infrastructure we desperately need – rail, roads and planned and balanced development through the review of the Planning Scheme
- Refine and bring to life the Corporate Strategy, Regional Economic Development Strategy, Environment and Liveability Strategy, the Community Strategy, that are just glossy brochures without action and direction.
- Ask the big questions and make the tough decisions.
- Examine a billion-dollar budget, debt integrity, look for wasted resource, seek opportunity and work together with the Council team and fellow councillors on strong governance and an open environment of trust.
- Facilitate ordinary meetings to obtain clear and decisive outcomes to provide certainty and reduce time delays.
- Be representative of the entire region.

A Mayor that you would be proud to have representing you on the Local, State, National and International stage.

Governance, Transparency and Ethical Behaviour

7 Are you aware of:

the Principles listed at the beginning of the Local Government Act 2009 and will you commit to abiding by these principles?	YES/NO	Yes
---	--------	-----

the relevant legislation and regulations that govern the conduct of Councillors and the activities of Council?	YES/NO	Yes
--	--------	-----

8 How do you see the above influencing your decision-making?

Comment:
I will commit to:

- consistent, inclusive and meaningful community consultation (not a tick box approach)
- a prioritisation of critical service delivery and strategies for service excellence
- decisions need to be justifiable to a respectful community
- working closely on developing strong and open relationships with Division Councillors so all Divisions feel heard and Councillors are encouraged to have open relationships with fellow colleagues and the community they serve
- integrity and ethics have been paramount in my career and will continue in the Mayoral role

9 If elected will you:

support providing requested information (other than current commercial-in-confidence) to the community without the need for individuals and organisations having to resort to Right to Information applications?	YES/NO	Yes
support that community consultation will become routine and results respected and acted upon such that the public interest takes precedence over vested interests?	YES/NO	Yes
advocate to ensure consistent, high-quality, professional outcomes by requiring the planning and execution of all Council-initiated community engagement processes to be oversighted by the community engagement team of the Council?	YES/NO	Yes
commit to forensic scrutiny of projects and expenditure directions and the budget overall?	YES/NO	Yes
support the Environment Levy and its policies, including the continued acquisition of land for conservation, partnership funding for Land for Wildlife and other environment programs?	YES/NO	Yes

10 What do you mean by, and how would you measure sustainable development?

Comment:
Sustainable development takes into consideration the needs of the population growth (expected to be 500,000 by 2041) with the need to preserve our unique 'Community of Communities' liveability, our environment, our social impact and our financial viability. It is a delicate balance that needs continual and consistent juggle of priorities and the development of effective change communications to ensure the wider community understands the need.

An adhoc and unplanned approach to development will lead to piece-meal projects that are not measured against all three elements of impact (financial, social and environmental). I support a coordinated and clear approach that equally gives developers the consistency and direction they need to minimise wasted resource and clear guidelines for assessment.

11 Do you have any additional comments you would like to make concerning Governance, Transparency and Ethical Behaviour?

Comment:

Having worked in a highly regulated financial services industry and setting best practice standards for compliance and governance throughout my career, it would be my intent that by the end of the four years of the new Council, perceptions and concerns of transparency and ethical behaviour would be minimal as we lead by example in setting the standards, and equally communicating those standards to

Climate Emergency

12 What do you see as the key impacts of Climate Change on the Sunshine Coast and how should the SCRC deal with this now and into the future?

Comment:

As a candidate that promotes a balanced approach, I believe in assessing and adopting scientific proof towards creating policies that plan for the future, while managing the demands of the existing population.

As a coastal town, the number one impact would be rising sea levels that would threaten our infrastructure. The Sunshine Coast Council has implemented an Environment and Liveability Strategy that I would uphold.

In my association with Chambers of Commerce and Industry Groups, a key focus has been on supporting business practices, collaborations and education on climate change and sustainable outcomes in alignment with Sunshine Coast Regional Council's intent to be Australia's most sustainable region and reach zero net emissions by 2041.

The 2032 Olympic and Paralympic Games will provide another motivator in this arena as businesses and communities work toward meeting climate compliance targets established as part of the procurement process. This provides another opportunity for education, communication and adoption of practices that further support the 2041 targets.

13 Do you endorse the Climate Change Emergency Declaration made by the current Council and will you advocate for a review of the scope, effectiveness, transparency and accountability of the current corporate performance mechanisms to give effect to the Declaration?

Comment:

My leadership approach is to understand in detail the components of each decision before endorsement. Initially I would say that I do endorse the Climate Change Emergency Declaration, and like all strategies would look for continual review and accountability to outcomes.

To make a firm response, I would seek increased briefing and understanding the planning towards declaration outcomes.

14 What role do you see for the SCRC and the Planning Scheme to accelerate the Sunshine Coast becoming a low emissions region by 2041?

Comment:

Innovative and new age design factors can be taken into account in the Planning Scheme review. Allocation of developments due to sea change factors taken into greater consideration and a balanced outcome for density planning with sustainability design factors provided as a motivator. An enhancement to Active Transport Corridors and public transport to reduce the car emissions. A focus on agile and adaptable communities would be key in the new planning scheme.

15 The Coastal Hazard Adaptation Strategy (CHAS):

Will you ensure that the current CHAS is regularly updated as new Climate Change information and IPCC reports become available, and ensure CHAS updates are incorporated in the Planning Scheme as soon as possible after updates occur?	YES/NO	Yes
--	--------	-----

16 Do you have any additional comments you would like to make concerning Climate Emergency?

<p>Comment:</p> <p>As an area for strengthening, I would identify a Mayoral Advisory Board that included both viewpoints for continual development of a consensus towards a balanced climate program that balances the needs of the current community.</p>
--

Planning issues

17 What is your understanding of when it is appropriate to override the Planning Scheme (PS) when there are conflicts?

<p>Comment:</p> <p>It is preferable that a well constructed Planning Scheme is adhered to in the majority of cases. Being adaptable and resilient to environmental and situational factors that place pressure on the Planning Scheme would require careful, considered and meaningful consultation. To override a Planning Scheme would need to be in the public's best interest. With the Planning Scheme review in 2024/2025 we are able to factor in the current need for population growth, density planning, and review the different needs of the Sunshine Coast region.</p> <hr/> <p>Please note on the questions below where I have not answered a definitive 'yes'; it does not mean my answer is 'no'; it just means that I would need to compile more information and make assessments when in the role and able to collate all of the information needed to make an informed decision. I am not a person who goes back on my word and have therefore refrained from a definitive answer, even though I would lean towards 'yes' on most fronts.</p>
--

18 Do you agree that:

Development Applications (DA) that conflict with the relevant PS Performance Outcomes and other planning instruments should be refused unless there is an overriding need in the public interest?	YES/NO	Yes
the community should be able to make formal public submissions and have the right of appeal to the Planning and Environment Court for development applications involving major impacts on the community and the environment?	YES/NO	Yes
Councillors rather than Council staff should decide such major development applications?	YES/NO	Yes
development that is vulnerable to the impacts of Climate Change such as flooding, inundation, coastal erosion, landslip and bushfire hazard should be prohibited?	YES/NO	
financial contributions in place of the provisions of onsite parking should not be allowed unless improvements are provided within 200 metres of the development?	YES/NO	
longer public submission timeframes than the statutory minimum times concerning amendments of the PS and for the proposed new PS should be implemented and consultation time for the new PS should be longer than the statutory timeframes (currently a minimum of 40 business days) to allow time for the community to understand and make an informed response?	YES/NO	Yes

further development on the floodplains should be prohibited and not approved?	YES/NO	
a thorough review of the proposed Draft of the new PS, including the assumptions underlying it and the provision of infrastructure on which the proposed Draft PS is relying should be undertaken by the new Council? These include for example, the proposed rate of population growth specified in the SEQ Regional Plan Update to be accommodated on the Sunshine Coast and the impact of that rate of population growth in the region including the increases in dwelling numbers and densities mandated in the Update.	YES/NO	Yes
where community expectations about the PS are inconsistent with the planning directions and expectations of the State Government (eg in the SEQ Regional Plan Update or State legislation or policies), you will advocate strongly to ensure that the State accommodates the expressed planning wishes of our regional community to the greatest practicable extent?	YES/NO	Yes
Halls Creek should not be recommended for residential development and should remain part of the Inter-Urban Break as per the long-held view of the SCRC and supported by OSCAR?	YES/NO	
there should be a level playing field for all quarry operations in the Sunshine Coast region by ensuring that the new PS has the same zoning for all quarry operations and the same level of development assessment for their operations?	YES/NO	Yes

19 Concerning the South East Queensland Regional Plan (Shaping SEQ) Update of December 2023, what are your views on the strategic directions for the Northern Subregion, the expansions of the Urban Footprint at Yandina, and the population and dwelling requirements for the Sunshine Coast region?

Comment:

My strength is not in assessing my views on the strategic direction but rather to consult with the communities that they affect and look for co-design opportunities. We are in such an important time of our growth trajectory that the wrong style of leadership will have generational consequences with a task as large as a Planning Scheme review to complete. Giving the community a voice and collating the information for me to make a firm view would be a major priority in the early part of my term as Mayor.

20 Given the focus on increased densification via higher buildings and/or “gentle density” as per the SEQRP2023 Update will you commit to:

the development of careful guidelines for “gentle density” and that this type of development is not just seen as “accepted development”/“as of right”?	YES/NO	Yes
ensuring that SCRC undertakes a pilot project for higher density living that demonstrates the best in planning outcomes as per the ELS policy?	YES/NO	Yes

**21 The coastal hazard “erosion prone area” is defined by the Queensland Government. The State Planning Policy Guidance states redevelopment is to “avoid urban footprint expansion into erosion-prone areas while the State Policy prohibits this land “to be used for urban purposes” unless already located in an urban area or urban footprint in a regional plan.
Will you oppose increases in the urban footprint and the density of medium and high-rise mixed-use residential buildings in these designated coastal hazard areas to reduce overall risk – and if so, how?**

Comment:

I would prefer to see increased density away from erosion prone zones and close to transportation options. Protecting our coastal region is highly important to me.

22 How can the Planning Scheme support the biosphere?

Comment:

The biosphere is a statement that our environment is of critical importance to us as a region. This was also reflected in the consultation process for the Planning Scheme review, outlining the priority of protecting and preserving our unique environment. What I will be looking for as part of progressing the Planning Scheme review will be inclusion of environmental priorities in achieving a balanced outcome for future generations. Evaluating Planning Scheme outcomes against biosphere principles will support the embedding of this certification into our communication and change management and provide guidelines for future development applications. This will also provide certainty and clarity to our planners and developers.

23 Do you have any additional comments you would like to make concerning Planning Issues?

Comment:

As a Mayoral Candidate I do not profess to be an expert in Planning. What I am skilled at is bringing together the experts, asking the questions, continually challenging the status quo towards arriving at outcomes that are owned by others and achieving a balanced outcome that adheres to our Community of Communities approach.

Transport Infrastructure and Service

24 Given the Australian Government has withdrawn financial support for all but one of the 5 major transport projects on the Sunshine Coast and has reduced Federal contributions from 80% to 50% for approved projects, and given the strong nexus between land use planning decisions and the provision of transport infrastructure, do you agree that:

all the current regional transport projects should be reassessed to identify and “lock in” the most effective and affordable project or projects that realistically can be delivered with Federal and State funding?	YES/NO	Yes
accurate budgeting with realistic cost increases and contingency funding must be included in this reassessment process?	YES/NO	Yes
projects that meet the need to efficiently move large numbers of Olympics 2032 spectators to, from and within the Sunshine Coast and that deliver a significant “legacy” transport benefit to the region must be a major decision-making consideration?	YES/NO	Yes
any reassessment should explore some options that do not involve the high capital cost, fixed transport infrastructure projects currently under consideration eg significant increases in the regional public bus network with small and large battery buses on more routes, servicing all major regional destinations, with greater frequency and express services, and with bus right of way clearways at peak periods and priority at traffic lights?	YES/NO	Yes
that ratepayers should not be subsidising major infrastructure projects that traditionally have been funded by the State and Australian Governments through an increase in Council debt or increases in the Transport Levy?	YES/NO	Yes
given the importance of synchronising and integrating land use planning and development approvals with the planning, funding and delivery of transport infrastructure and services, you will support including in the proposed new Planning Scheme medium, high and gentle density land use changes only where the relevant transport infrastructure and services are guaranteed to be funded and delivered in a synchronised way?	YES/NO	
Active transport and Accessible transport should be made priorities in any transport infrastructure projects?	YES/NO	Yes

25 Do you have any additional comments you would like to make concerning Transport Infrastructure and Services?

Comment:

I have not answered the question about the synchronisation of land use planning and infrastructure due to the inclusion of the word 'guaranteed' to be funded. My view would certainly be to have infrastructure and development delivered in a synchronised way and that would be a key priority and consideration for me, however my integrity would be in question to answer an outright 'yes' to a guarantee when there will no doubt be scenarios where this is not possible and yet the project still provides merit for approval. Informed and carefully considered analysis is paramount.

In general, infrastructure is a key priority of my election platform and I will commit to identifying and bringing together the smartest minds on the Sunshine Coast to solve our transport needs and look for solutions that are deliverable, while advocating strongly for passenger rail into Maroochydore, and seeking ways to enhance connection between localities and in particular major employment hubs with residential solutions.

Building 'Team Sunshine Coast' and working together on solution driven outcomes is the corner stone of showing a unified and powerful voice to all levels of government.

Thank you for your responses. We appreciate your time commitment to complete this survey.