

Beyond Tomorrow

Executive Summary



Introducing PortBris 2060

PortBris 2060 is an ambitious, long-term visioning project to help chart the Port of Brisbane's course over the next four decades.

Our goal is to develop a blueprint to help the Port community identify the resilience and agility required to navigate the uncertainties of our increasingly fast-paced and complex world.

This discussion paper is our invitation to you to join us on the journey.

Ultimately, with the benefit of your expertise and feedback, we will develop a preferred shared vision for the future.

Beyond Tomorrow

The Beyond Tomorrow Discussion Paper presents four distinct, possible futures for the Port.

It has been designed to stimulate conversation about the driving forces that will shape our future.

Developing the scenarios

Our research identified five strategic drivers of change that could shape the Port's future – digital, growth, sustainability, capacity and adaptability.

To create our four scenarios, these strategic drivers were mapped against a matrix that represents two critical geo-political and economic uncertainties we will face out to 2060.

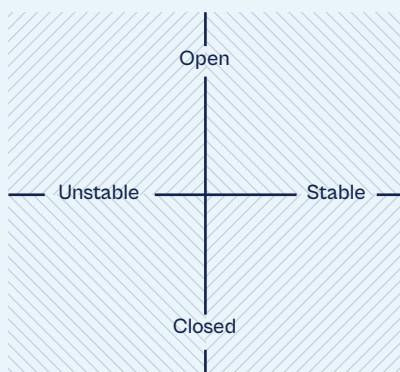
Will the Port evolve in an open or closed world? And will it evolve in a stable or unstable global environment?

The matrix helps us explore plausible outcomes and possible futures and provides a framework through which we can start to plan our future.

Five strategic drivers of change

- 01 The Digital Shift.**
Digital and technological transformation of the transportation and logistics industry.
- 02 The Growth Shift.**
Population growth, urbanisation, and consumer-centric logistics.
- 03 The Sustainability Shift.**
Navigating the transition towards a sustainable, responsible and transparent future.
- 04 The Capacity Shift.**
Catering for investment in larger and more efficient assets.
- 05 The Adaptability Shift.**
Building resilience and diversification for future uncertainties.

The scenarios

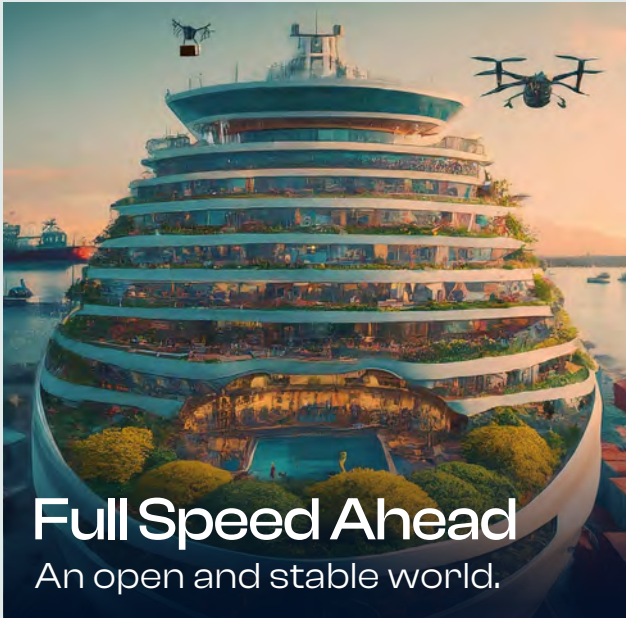


Futures thinking is about stretching our minds, challenging established thinking and considering the "what ifs?".

We want to ask what is possible, what is plausible and where our potential lies.

As you read through the scenarios and consider their implications, ask yourself:

1. Does this scenario present a future world that feels likely to transpire, or is less likely?
2. In each scenario, what decisions should we make today to bring about our preferred future?
3. How do the five Strategic Drivers – Digital, Growth, Sustainability, Capacity and Adaptability – apply to your organisation's future?
4. Are there elements of multiple scenarios that, when combined, more accurately represent how you see the future unfolding?



Full Speed Ahead

An open and stable world.

By 2060, the Port of Brisbane stands as a beacon of sustainable growth and technological innovation in an open and stable world, experiencing unprecedented trade volumes and cruise passenger numbers, while pioneering renewable energy solutions and efficient logistics operations.

Its expansion, fuelled by strategic planning and environmental stewardship, positions it as a global leader in maritime excellence and sustainable port development.

62%

Increase in QLD population

Digital twin

Enabling ubiquitous connectivity

256%

Increase in shipping volumes

Autonomous

Vehicles, warehousing, and precincts

1.5 million

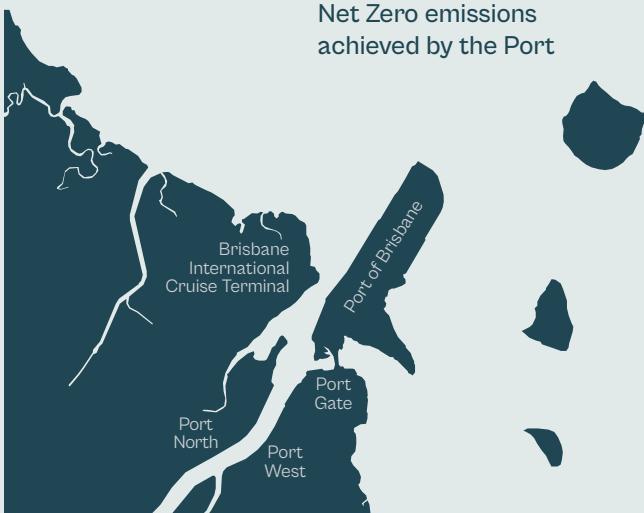
Cruise passengers annually

Diverse

Trade and property business

2045

Net Zero emissions achieved by the Port



Fast and Furious

An open and unstable world.

By 2060, the Port of Brisbane showcases resilience and adaptability amidst an open and unstable future, and continually evolves to navigate the demands of a rapidly changing world. Prioritising resilience and diversification across operations, the Port embraces digital technologies and sustainability – albeit with challenges such as infrastructure interoperability and sustainability costs – to remain competitive and maintain trust with stakeholders.

39%

Increase in QLD population

'Secure by design'

To adapt to challenges

194%

Increase in shipping volumes

Autonomous

Vehicles, warehousing, and precincts with instability

1.17 million

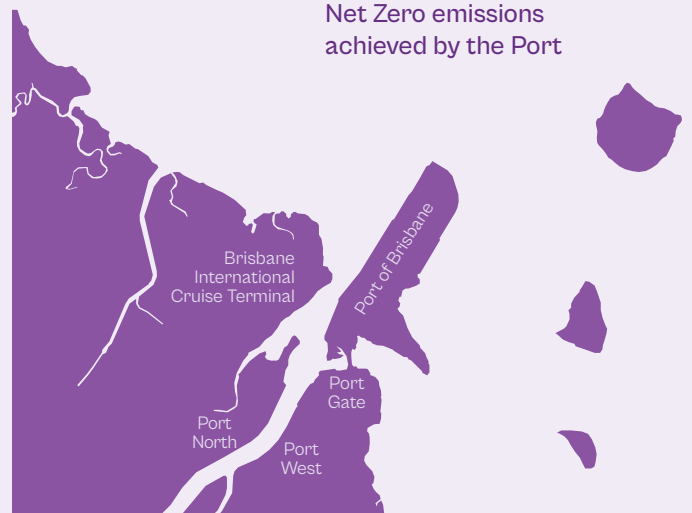
Cruise passengers annually

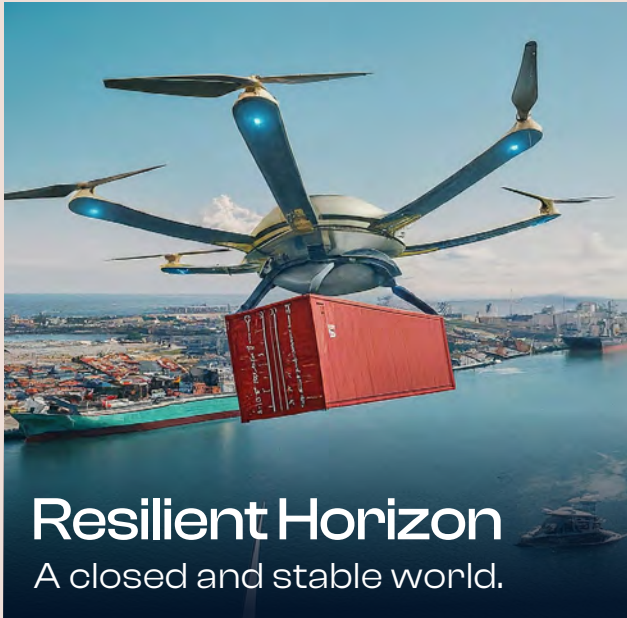
Resilient

Networks developed to adapt to volatility

2060

Net Zero emissions achieved by the Port





By 2060, the Port of Brisbane operates within a closed and stable global environment that provides predictability and consistency in economic and political systems. Alongside restricted trade flows, the Port takes a controlled approach to digital advancements, focusing on security and efficiency, while prioritising sustainability initiatives and workforce development to thrive within the confines of a lower-growth world.

40%

Increase in QLD population

Digitalisation

For more efficient and secure operations

Lower

Shipping volumes per year

'Scale Up'

Readiness for larger vessels and complex systems

Lower

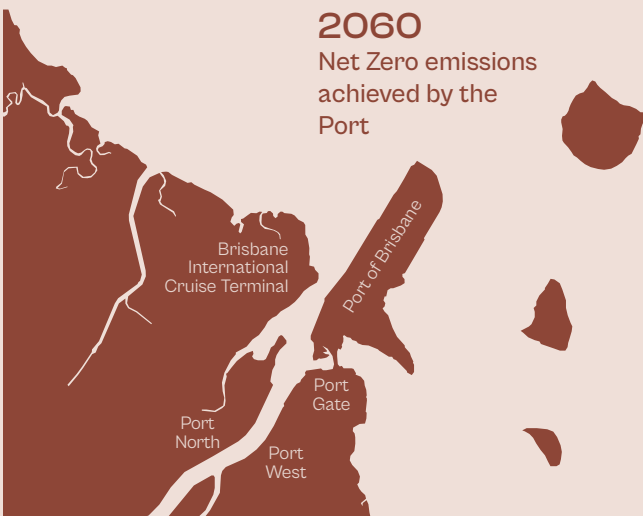
Annual Cruise passengers

Robust

Flexible systems to manage disruptions

2060

Net Zero emissions achieved by the Port



By 2060, the Port of Brisbane grapples with the complexities of a closed and unstable world, facing challenges across infrastructure, technology, sustainability and workforce dynamics. With reduced global interconnectedness and limited access to international expertise, the Port navigates the future independently, resulting in slower technological advancement, increased operational and logistical constraints, and hurdles in workforce training and sustainability compliance.

24%

Increase in QLD population

Cybersecurity

Vulnerabilities and operational inefficiencies

Modest

Increase in shipping volumes

Short-term

Focus due to disruptions

Modest

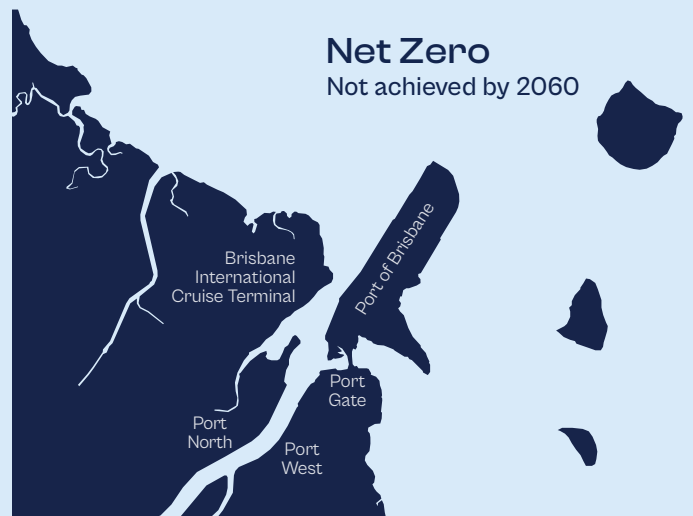
Increase in annual cruise passengers

Strategic

Infrastructure development to maintain competitiveness

Net Zero

Not achieved by 2060



Have your say



Complete the online survey and share your thoughts with us.

For more information, you can also read the full Beyond Tomorrow Discussion Paper and our Explainer on Foresight and Scenario Planning.