

# **Session: Spotlight**

**JDRN Fourth Meeting Manilla, Phillipines  
25 - 28 January 2026**

# **The Victorian Civil and Administrative Tribunal**

**Deputy President and Head of ADR Division Carol Daicic**

# The roadmap for 'Towards Excellence'

VCAT is engaged in a multi-year process of strategic change (2024 – 2027)

A light orange downward-pointing arrow indicating a flow from the first box to the second.

Our roadmap is called 'Towards Excellence'

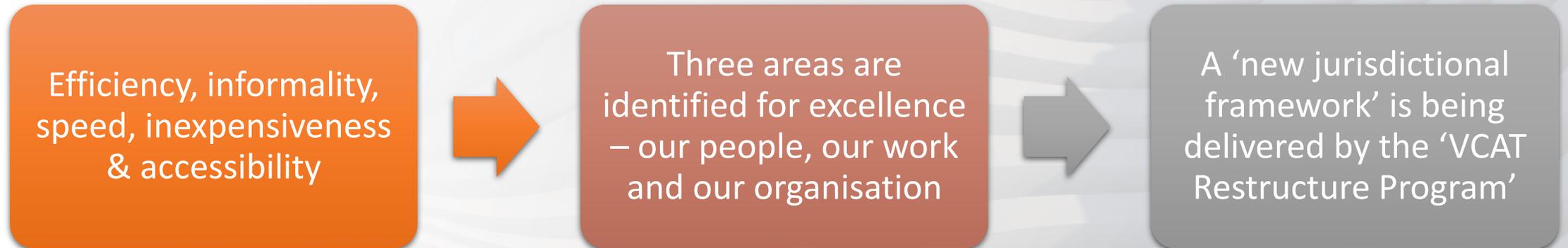
A light grey downward-pointing arrow indicating a flow from the second box to the third.

Objective is to improve organizational performance based on a renewal of VCAT's purpose

# The roadmap for 'Towards Excellence' cont...



# The roadmap for 'Towards Excellence' cont...



# VCAT's Restructure program

**5 new divisions in a matrix structure**

**3 x  
operational  
divisions**

- People's Rights and Professional Responsibilities' Division
- Land and Environment Division
- Consumer Division

**2 x  
supporting  
divisions**

- ADR Division
- Legal and Policy Division

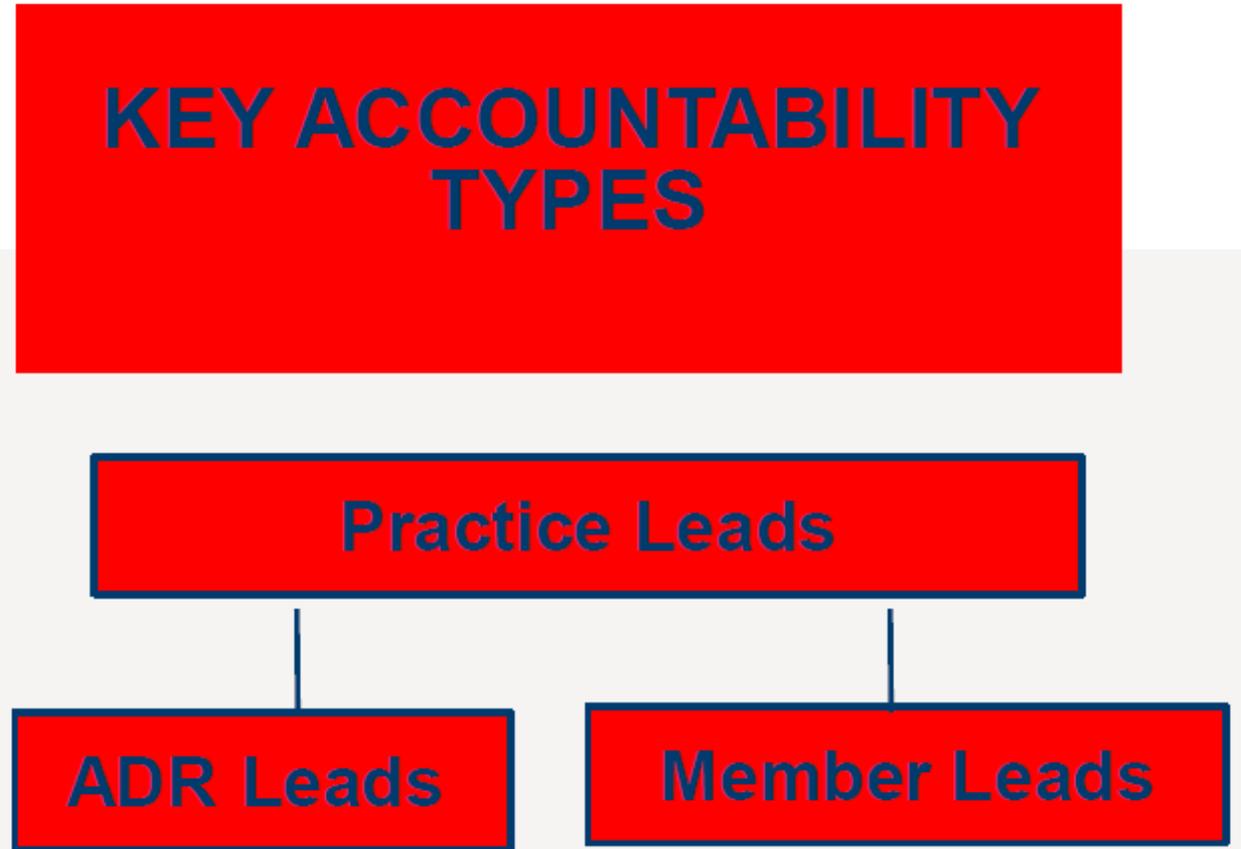
VCAT's  
Restructure  
program cont...

Operational divisions organized by  
'practice areas' (instead of Lists)

New roles

- Practice Leads – new head of list
- Member Leads – subject matter experts
- ADR Leads – dual role, including ADR strategy

VCAT's  
Restructure  
program cont...



VCAT's  
Restructure  
program cont...

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New VCAT Rules in effect 2  
February 2026

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Reallocating jurisdictions from  
old lists to new practice areas

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Member and staff workforce  
realigned

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Updating website, orders,  
practice notes - ongoing

# New ADR Division



Unique, hybrid role in VCAT Restructure program



Achieves its purpose at the intersection of VCAT's new matrix structure



Both an *operational* and *supporting* role across VCAT



New roles -

Head of ADR Division

Deputy Head of ADR Division

ADR Leads

## New ADR Division cont..



ADR will be the central tenet of our work at VCAT



ADR is not a 'one size fits all'



The most important distinctive capability for VCAT is ADR



***VCAT is a centre of excellence for the practice, delivery, advancement, and promotion of ADR***

# New ADR Division cont..

## Issues

- How can the ADR Division fulfil its ambitions and make impact without managing applications and listings?
- Cultural barriers to implementing ADR

# New ADR Division cont..

## Solution -

- Practice Leads are *accountable* to the ADR Division
- Must deliver on an agreed **ADR Operational Plan** for their practice area, in line with an **Overall VCAT ADR Strategic Plan**
- ADR will be tailored to each practice area, as appropriate
- Cumulatively effectively **embed** ADR across VCAT, practice area by practice area

## New ADR Division cont..

Outcome is a new functional model

- Cumulatively, effectively embeds ADR across VCAT, practice area by practice area (as appropriate)

# New ADR Division cont..

What's  
next?

- Foundational work (strategy)
- Developing a systematic ADR work program
- Institutionalise VCAT's ADR capability
- Monitor progress and measure performance

Next Steps / Q & A / Thank you.