

Canonical Stewards Survey Report 2025

PRESENTED TO

Association for Ministerial PJP

PRESENTED BY

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The Association of Ministerial Public Juridic Persons Ltd (AMPJP) and its Members recognises the importance of the civil and canonical responsibilities of the Canonical Stewards of Ministerial Public Juridic Persons (MPJP). These responsibilities may include the additional standards that regulatory bodies require of those involved in the governance of certain ministries.

Canonical Stewards are appointed by the Church because they possess the high levels of professional and personal skill/knowledge/competence necessary for their role. Furthermore, a process of formation is needed to assist Canonical Stewards to identify and respond to their development needs at individual and group level, both at the beginning and throughout their term of service.

The goal of this research is to develop a profile of Canonical Stewards including:

- their demographic characteristics
- their faith and church background including aspects of formation
- priorities to address in the future with reference to the AMPJP Formation Framework.

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At a Glance

01

Demographics

39% over 70 years
61% female
77% postgraduates
40% religious qualification
34% retired
40% from educational vocation
86% born in Australia

02

Religious profile

97% Catholic
88% lay person

49% attend mass at least weekly
80% attend mass at least monthly

64% experienced much growth in faith in previous year

41% take part in parish formation activities
33% take part in parish community service, social justice or welfare activities
41% do not take part in other parish activities

03

About role as Canonical Steward

38% have served for 5 years or more
46% have a governance qualification
25% are scheduled to finish before 2027

MPJP ministries include: education (79%), health (42%), aged care (35%) and community services (48%).

Personal Assessment

Greatest confidence in roles was in

- Mission: Ability to articulate mission and vision
- Spirituality: Appreciating the centrality of relationships, applying discernment processes and prayer.
- Catholic thought and context: Appreciating the centrality of Christ
- Leadership and governance: understanding roles, decision-making, strategic planning and management, links between human resources, safeguarding and governance.
- Ministry: relevant knowledge and experience
- Human relations: stakeholders, commitment to dignity of all, relationship formation.

Lower confidence was expressed for: information technology, Canon law, ecclesiology.

At a Glance

04

Areas for formation

Most common themes in order were:

1. Canon Law and Governance
2. Synodality and Discernment
3. Theology, Scripture, and Spiritual Formation
4. Mission, Charism, and Catholic Identity
5. Leadership Development and Trustee Formation
6. Inclusion and Cultural Awareness
7. Strategic and Financial Planning

05

Top three priorities for Ministerial PJP

Key themes in order were:

1. Mission and Catholic Identity
2. Formation and Spiritual Development
3. Governance and Leadership
4. Strategic Planning and Sustainability
5. Relationship and Community Building
6. Charism and Founding Vision
7. Justice, Diversity, and First Nations Engagement
8. Safeguarding and Ethical Responsibility

06

Main indicators that MPJP is fulfilling mission

Most common themes in order were:

1. Mission, Charism and Catholic Identity
2. Formation and Faith Development
3. Governance, Leadership, and Role Clarity
4. Sustainability and Viability
E.g. "Sustainable ministries"
5. Thriving and Flourishing Ministries
E.g. "Thriving schools"
6. Relationships, Synodality, and Community
E.g. "Strong stakeholder relationships"
7. Service to the Margins and Justice
E.g.: "Focus on the vulnerable,"
8. Measurement, Evaluation, and Accountability
E.g.: "Feedback from stakeholders,"
9. Strategic Planning and Future Readiness
E.g. "Strategic plans reflect mission,"
10. Recognition, Trust, and Influence in the Church
E.g. "Well respected in the Church,"

Research Method

FOR CANONICAL STEWARDS SURVEY 2025

79 Canonical Stewards provided responses to this survey during May 2025.

Survey Design

NCLS Research designed a suite of questions for an online survey to cover:

- Demographics: including age, gender, ethnic background and more
- Faith background and processes of formation
- Priorities for development in the future with reference to the Formation Framework.

The AMPJP provided feedback prior to finalisation.

The survey was anonymous and confidential. Ethical values and principles of research merit, justice, beneficence and respect were applied in the development and conduct of the survey.

Survey Respondents and Method

The survey was circulated as a weblink to prospective respondents across the 15 councils using AMPJP contacts.

A number of reminders were sent during the period the survey was open.



Data from the 2021 Australian National Church Life Survey (NCLS) is also included in this report. The NCLS is a five-yearly quantitative survey of hundreds of thousands of churchgoers and thousands of church leaders in 20 Australian denominations (Catholic, Anglican and all major Protestant). The survey period was extended into 2022 due to the pandemic.

A random sample of Catholic parishes from across dioceses took part. Mass attender responses in this report are based on 15,182 respondents mass attenders from sample parishes. (Other parishes opted into the 2021 NCLS).

Some 496 Catholic priests completed the NCLS Leader Survey.

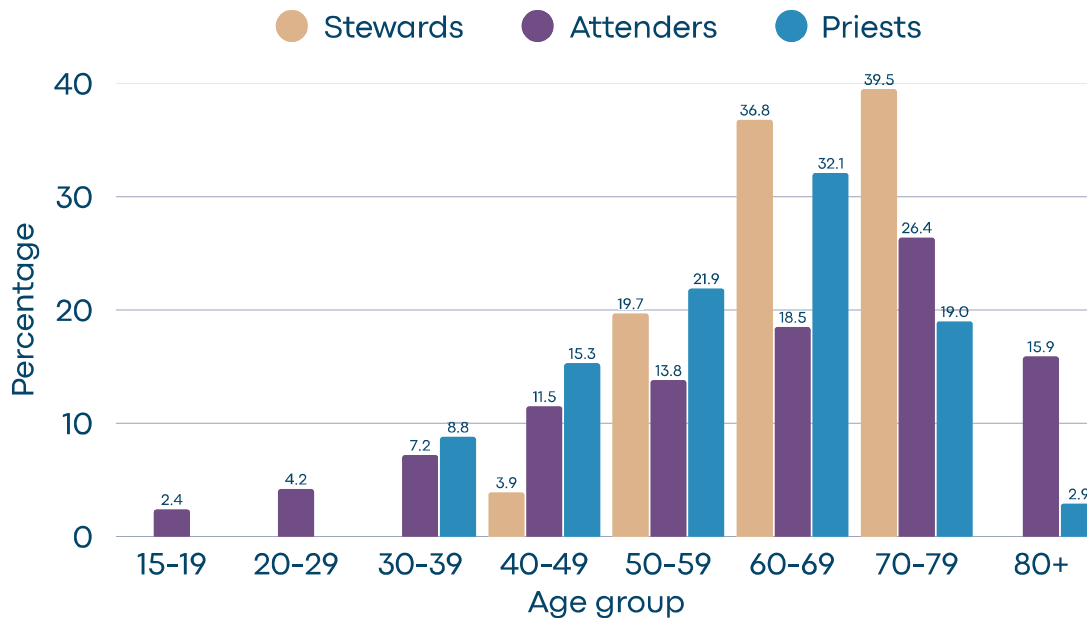
Demographic profile



Age
Gender
Education
Religious qualification
Employment
Vocational background
Ethnicity
Migration status
Disabilities



Age profile

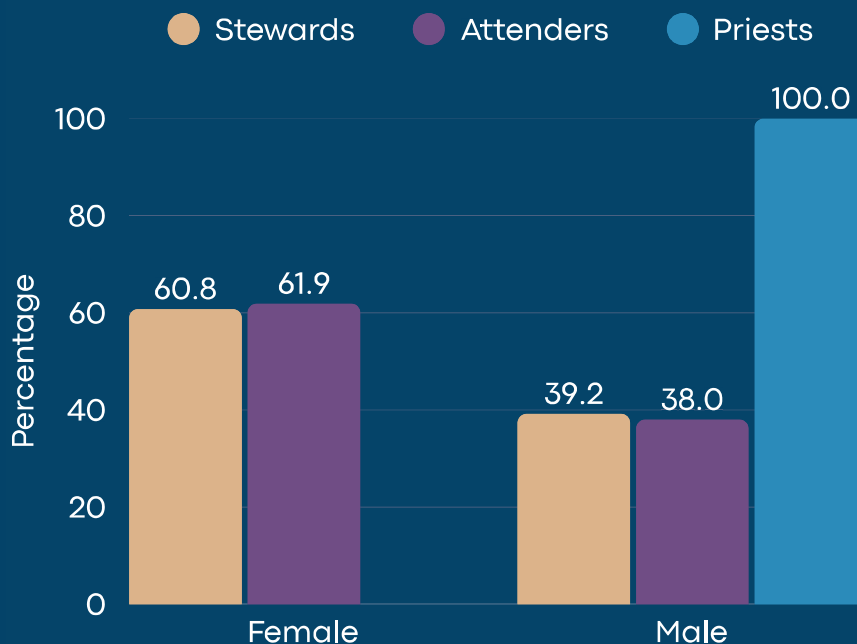


40% of Stewards were aged 70 years and over.

None were aged under 40 years.

2025 Canonical Stewards Survey, 2021 NCLS Attender Survey - Catholic; 2021 NCLS Leader Survey - Catholic priests

Gender



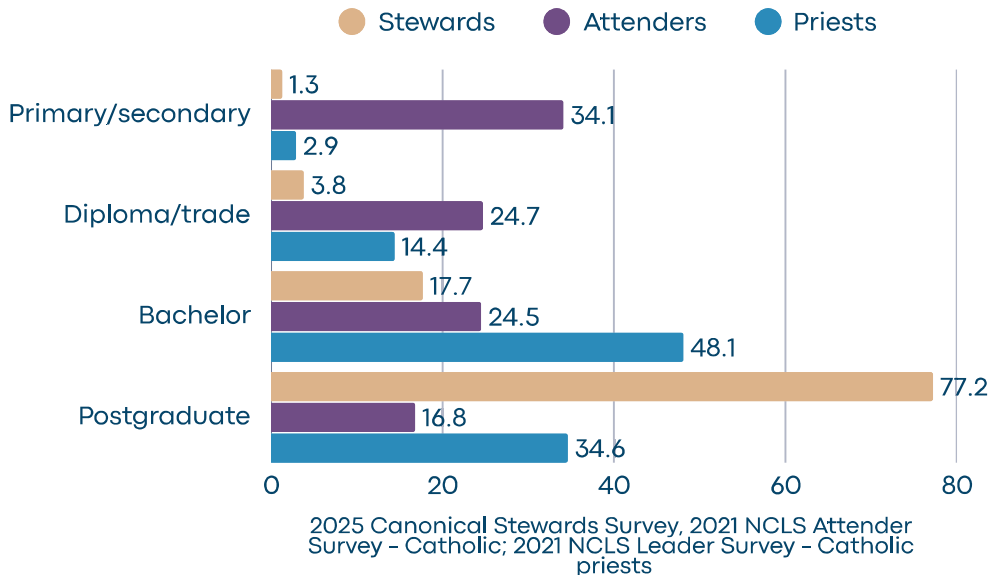
61% of Stewards were female.

62% of mass attenders were also female.

2025 Canonical Stewards Survey, 2021 NCLS Attender Survey - Catholic; 2021 NCLS Leader Survey - Catholic priests

Education

What is the highest educational qualification you have completed?

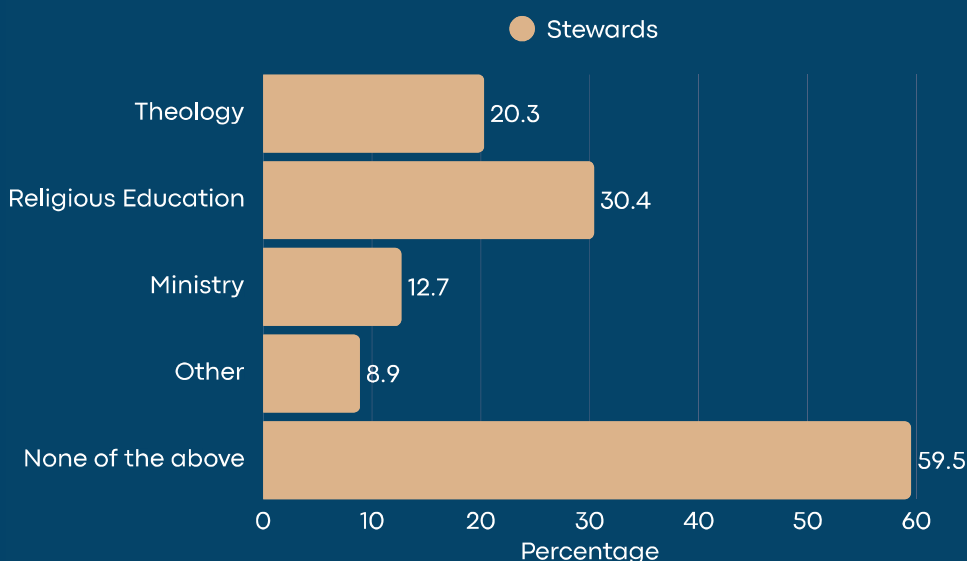


77% of Stewards had a postgraduate qualification.

This is higher than mass attenders (17%) and priests (35%).

Religious qualification

Do you have a qualification in any of the following areas? (Select ALL that apply)

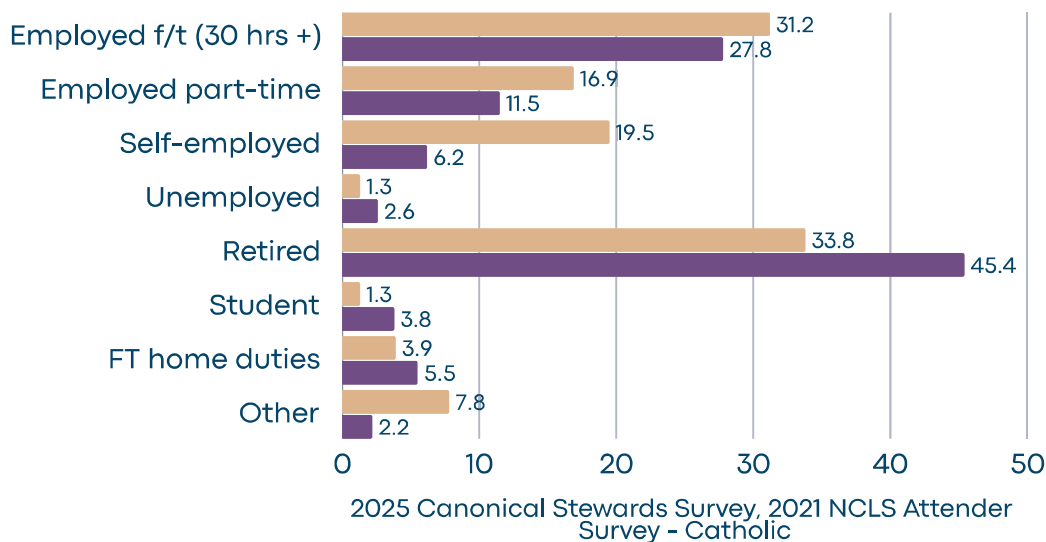


30% of Stewards had a qualification in religious education and 20% in theology.

Employment

What is your employment status? (Select ALL that apply)

● Stewards ● Attenders

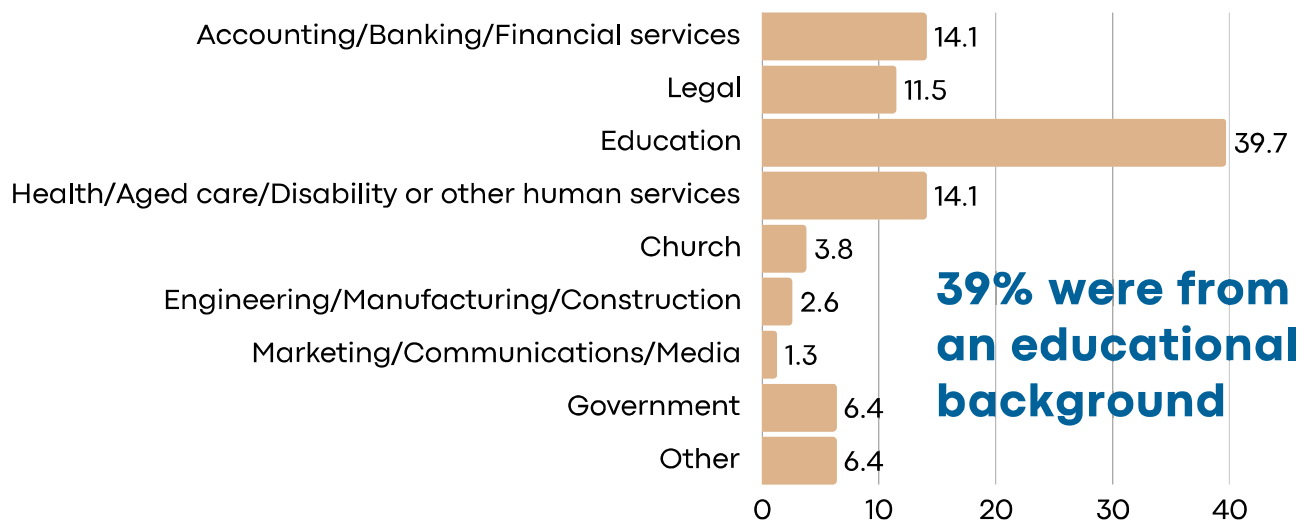


34% of Stewards were retired.

31% were employed full-time.

Vocation

What is your main vocational background?

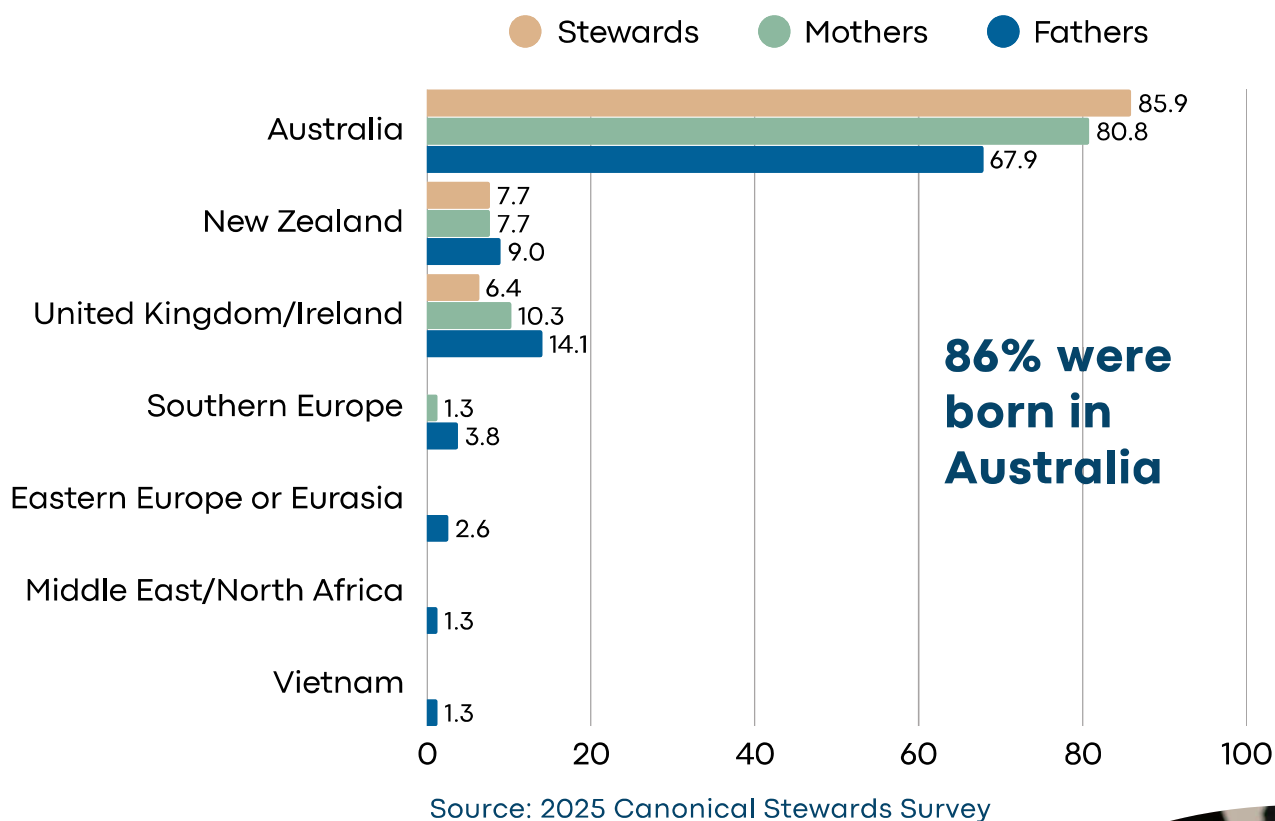


39% were from an educational background

No respondents were from the following: Mining/Energy/Resources, Consumer/Retail/Leisure, Technology

Ethnicity

Where were you born? Where was your mother born? And your father?



Ethnic profile of Catholic mass attenders

In the 2021/22 National Church Life Survey

- 57% of mass attenders were born in Australia
- 6% were born in another country where English is the main language
- 37% were born in an Non-English speaking country
- 39% had migrated to Australia.

Ethnic profile of Catholic priests

In the 2021/22 National Church Life Survey

- 45% of priests were born in Australia
- 4% were born in another country where English is the main language
- 51% were born in an Non-English speaking country



Religious profile



Religious identity
Religious role
Church attendance
Growth in faith
Parish participation



Growth in faith

Over the last year, do you believe you have grown in your Christian faith?

No real growth

Some growth

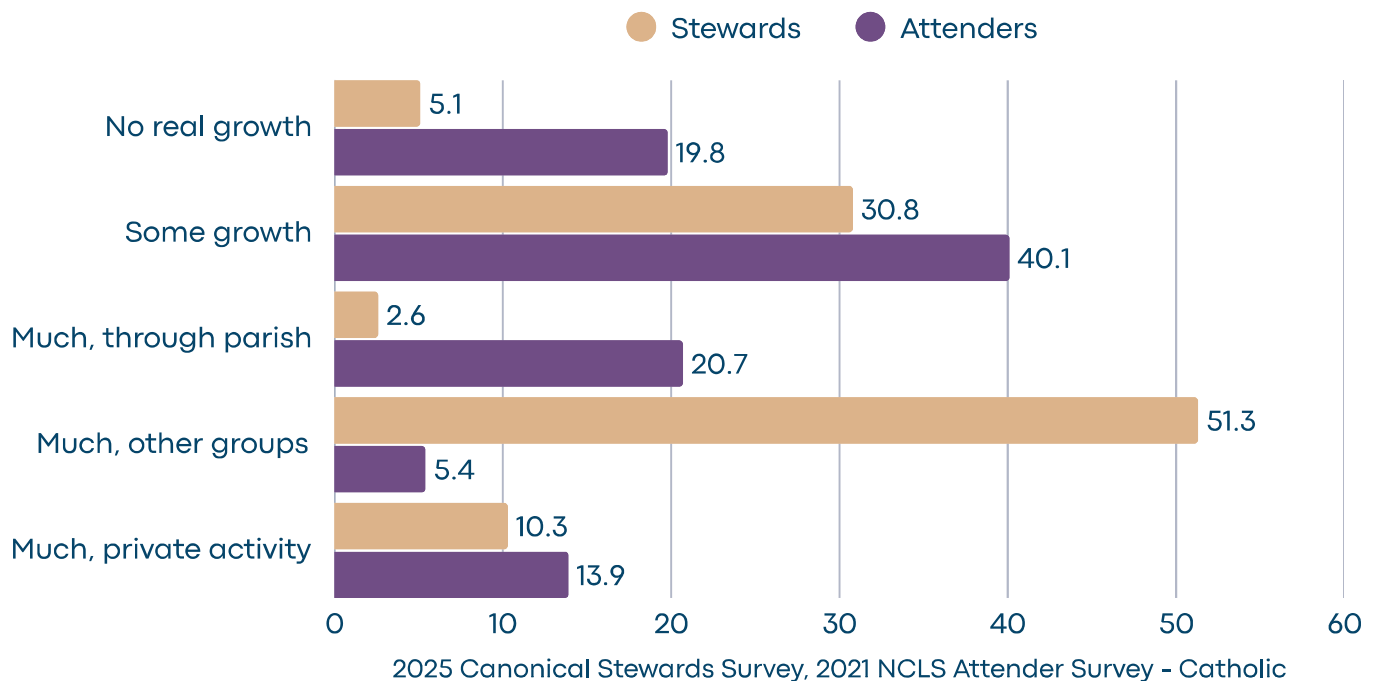
Much growth, mainly through my parish/church

Much growth, mainly through other groups or formation

Much growth, mainly through my own private activity



64% experienced much growth in faith in the previous year



Parish participation

Do you regularly take part in any of the following activities of your parish/church? (Select ALL that apply)

ACTIVITIES	STEWARDS	ATTENDERS
	%	%
Evangelisation activities	5.1	9
Community service, social justice or welfare activities	33.3	20
Formation activities	41.0	NA
Small prayer, discussion or Bible study groups	10.3	16
Fellowships, clubs, social or other groups	12.8	20
None of the above	41.0	66

41% of Stewards take part in parish formation activities.

33% take part in parish community service, social justice or welfare activities.

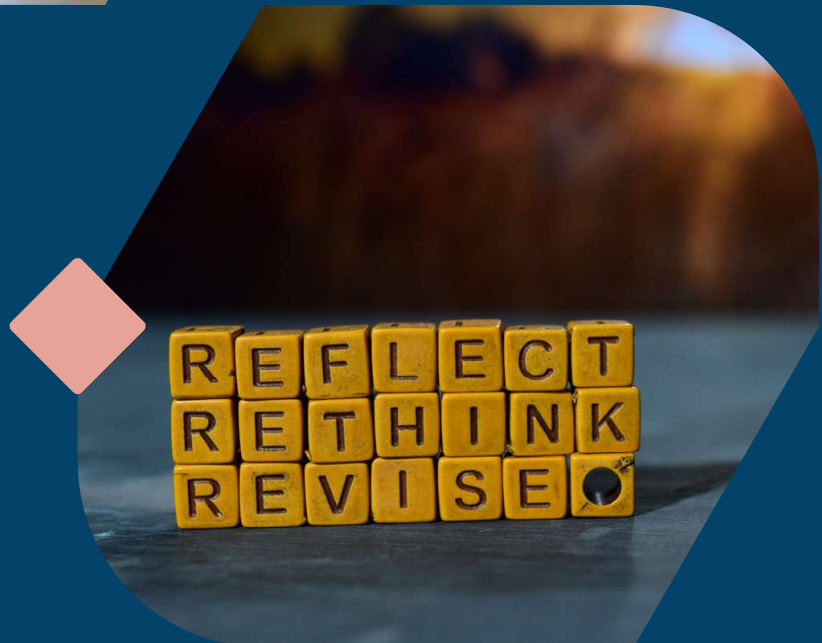
41% do not take part in other parish activities.

Source: 2025 Canonical Stewards Survey, 2021 NCLS Attender Survey - Catholic

About role as Canonical Steward



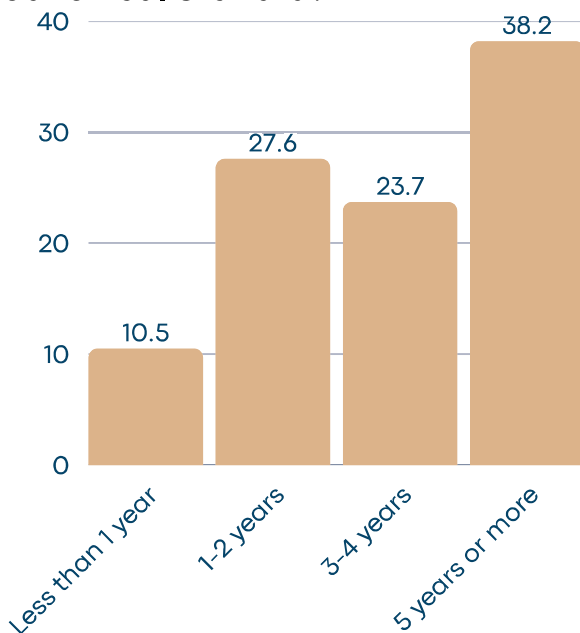
Length of service
Experience
Ministries of MPJP
Personal assessment



Length of service and experience

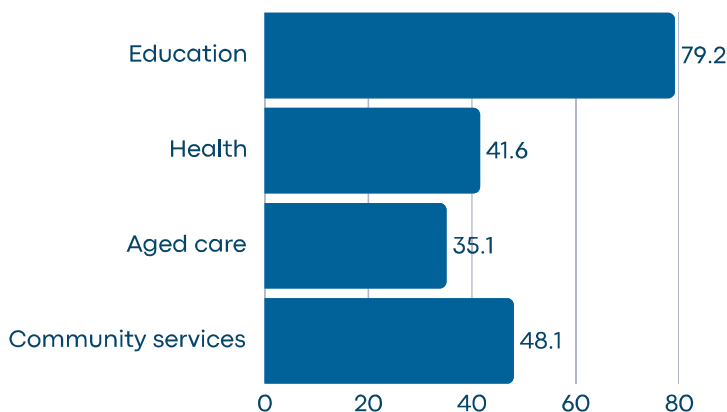
38% have been a Canonical Steward for 5 years or more

How long have you been a Canonical Steward?



2025 Canonical Stewards Survey

MPJP ministries include:



2025 Canonical Stewards Survey

Which of the following apply to you?
(Select ALL that apply)

EXPERIENCE	%
I had governance experience before I became a Canonical Steward with this MPJP	86.8
I have a governance qualification (e.g. AICD or GIA)	46.1
I was previously an employee or volunteer (including Board member) with this MPJP	27.6
I have previously served as a MPJP Canonical Steward in another MPJP	10.5
I am scheduled to finish in the role of Canonical Steward before the end of 2027	25.0

2025 Canonical Stewards Survey

Personal Assessments

SUMMARY

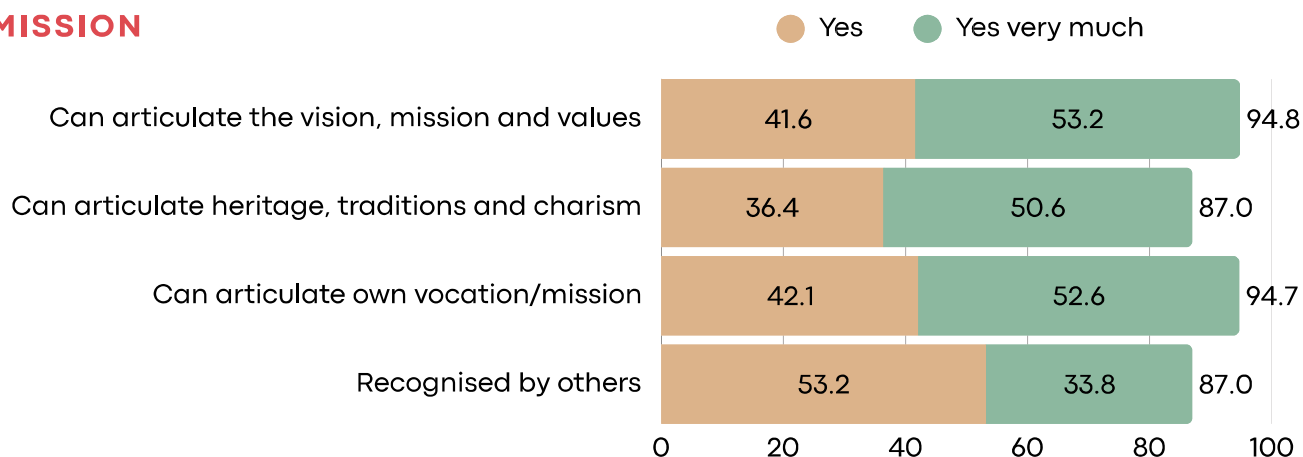
Respondents assessed themselves with a score of 1-5 in their role as a Canonical Steward in their MPJP. The purpose is to see where Canonical Stewards are at in their lives and role, so that future formation programs meet the needs of Canonical Stewards.

Response options were: 1 Not at all, 2 Very basic, 3 Passable, 4 Yes, 5 Yes very much

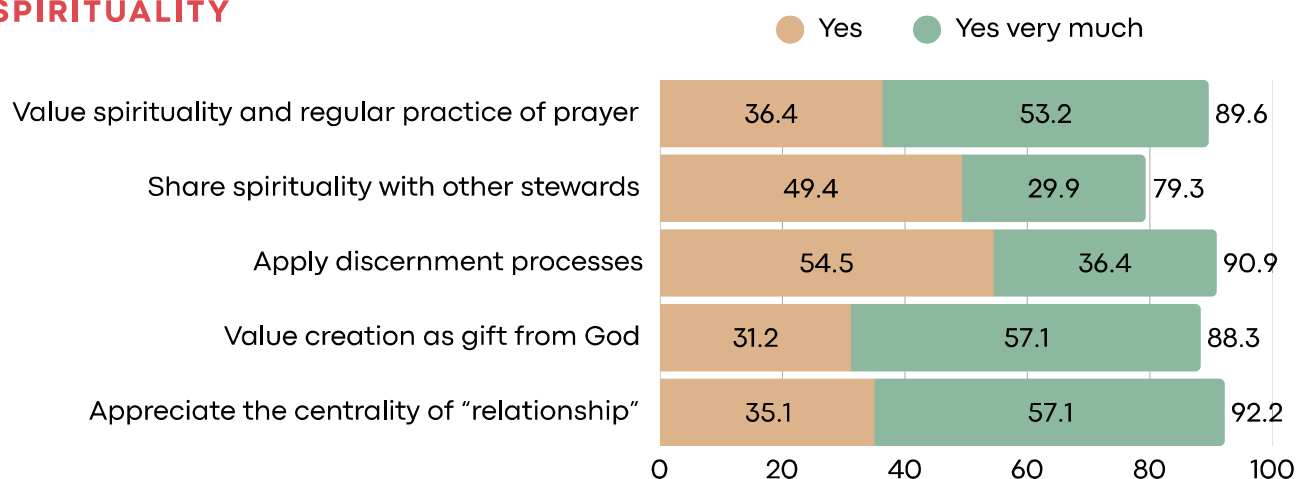
The charts below show the proportion of Canonical who Stewards are confident in their roles (Yes, Yes very much). Full details are presented in tables later in the report.



MISSION



SPIRITUALITY



Source: 2025 Canonical Stewards Survey.

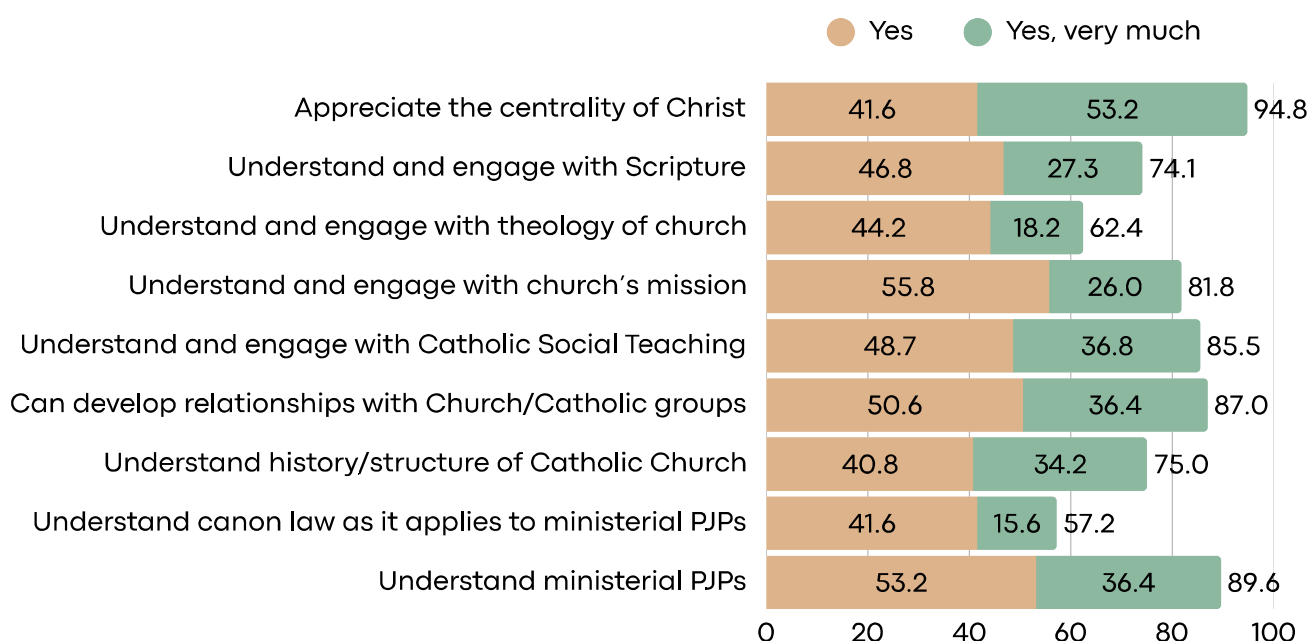
Note 1: Full wording and details are provided in tables in report

Note 2: "MPJP" = ministerial PJP

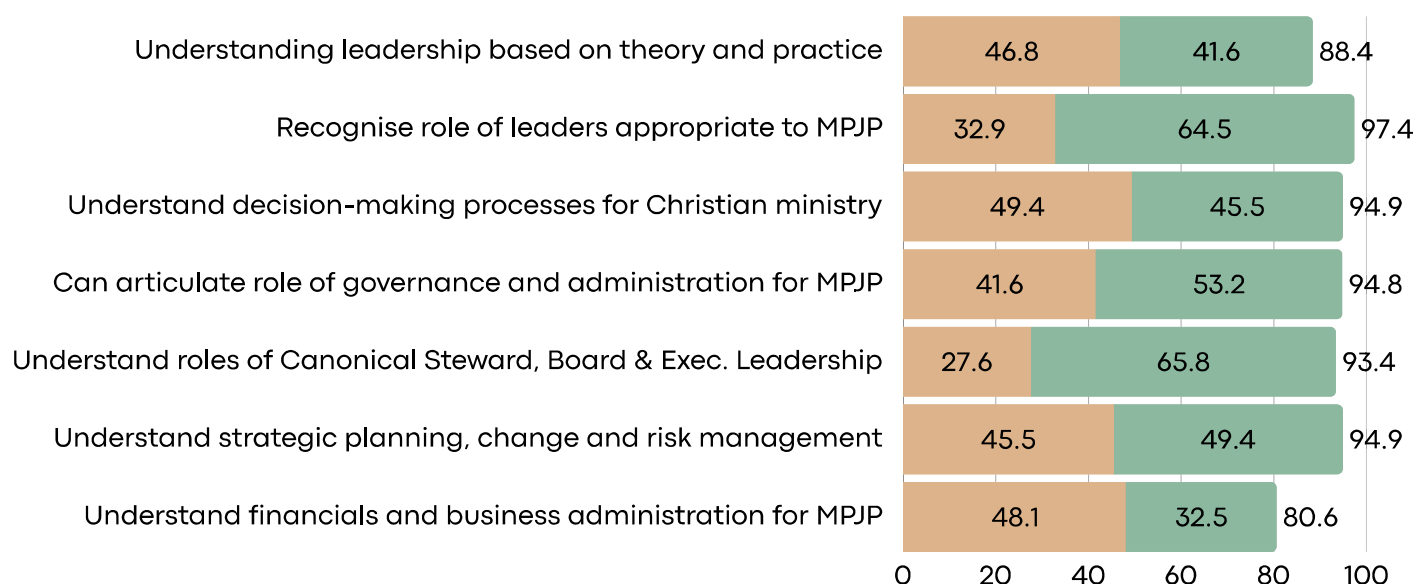
Personal Assessments

SUMMARY

CATHOLIC THOUGHT AND CONTEXT



LEADERSHIP AND GOVERNANCE



Source: 2025 Canonical Stewards Survey.

Note 1: Full wording and details are provided in tables in report

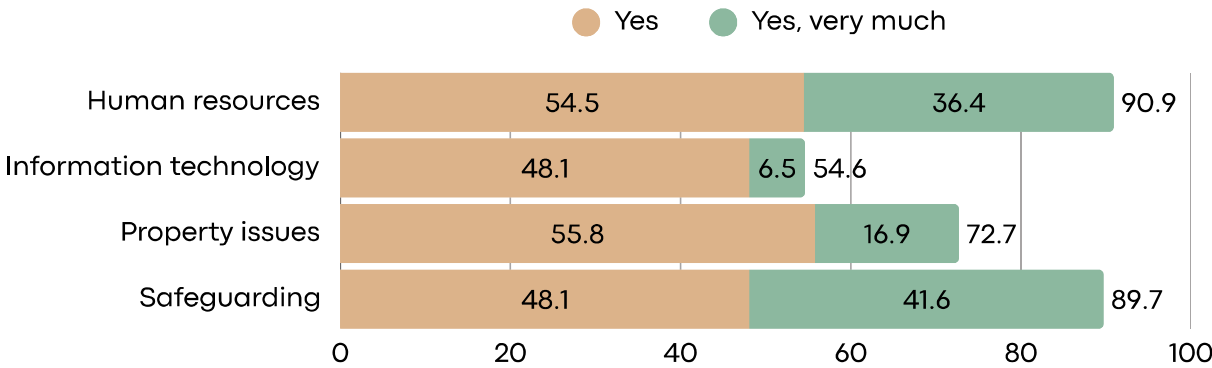
Note 2: "MPJP" = ministerial PJP

Personal Assessments

SUMMARY

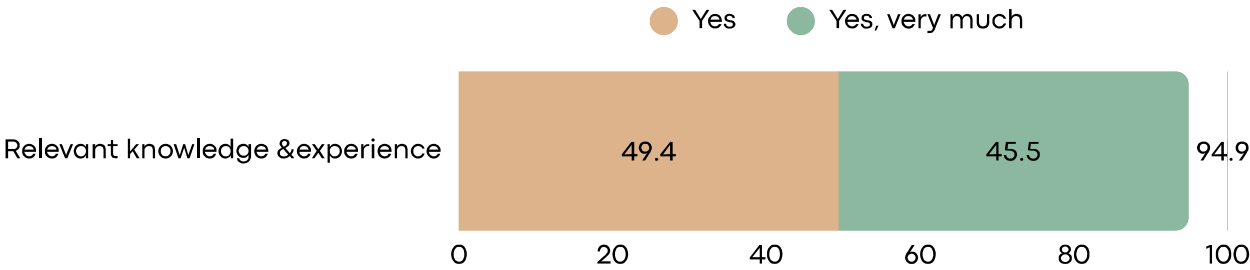
LEADERSHIP AND GOVERNANCE

I demonstrate a broad understanding of the following domains and their relationship to governance in a ministerial PJP:

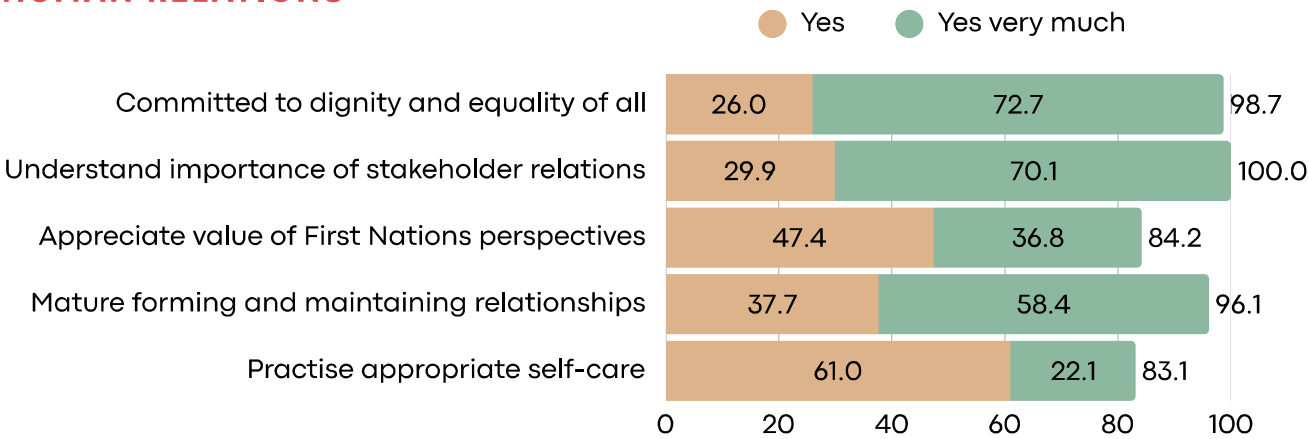


MINISTRY

I have knowledge and experience relevant to the context of the MPJP's ministries (e.g. health, education, aged care, community services)



HUMAN RELATIONS



Source: 2025 Canonical Stewards Survey.
Note 1: Full wording and details are provided in tables in report
Note 2. "MPJP" = ministerial PJP

Personal Assessment

DETAIL

MISSION	1	2	3	4	5
As a Canonical Steward ...	Not at all	Very basic	Passable	Yes	Yes very much
I can articulate the vision, mission and values of the MPJP and its ministry/ies	0	1	4	41.6	53.2
I can articulate the MPJP's founding/current/developing heritage, traditions and charism	0	3	10	36.4	50.6
I can articulate my own vocation and sense of mission	0	0	5	42.1	52.6
I am recognised by others as a person whose actions demonstrate the vision, mission and values of the MPJP	0	1	12	53.2	33.8

Personal Assessment

DETAIL

SPIRITUALITY	1	2	3	4	5
As a Canonical Steward ...	Not at all	Very basic	Passable	Yes	Yes very much
I value spirituality and the regular practice of individual and communal prayer	0	3.9	6.5	36.4	53.2
I share my spirituality with other Canonical Stewards and assist the development of a common spirituality	1.3	5.2	14.3	49.4	29.9
I apply discernment processes in personal, professional and organisational life	0	0	9.1	54.5	36.4
I value creation as gift from and place for encountering God	0	2.6	9.1	31.2	57.1
I appreciate the centrality of "relationship" in Christian theology – with self, with God, with others, with creation	0	2.6	5.2	35.1	57.1

Personal Assessment

DETAIL

CATHOLIC THOUGHT & CONTEXT	1	2	3	4	5
As a Canonical Steward ...	Not at all	Very basic	Passable	Yes	Yes very much
I appreciate the centrality of Christ (Christology)	0	2.6	2.6	41.6	53.2
I have an understanding of and engage with Scripture, especially the Gospels	1.3	2.6	22.1	46.8	27.3
I have an understanding of and engage with theology of church (ecclesiology)	2.6	7.8	27.3	44.2	18.2
I have an understanding of and engage with the church's mission (missiology)	0	5.2	13.0	55.8	26.0
I have an understanding of and engage with Catholic Social Teaching	2.6	0	11.8	48.7	36.8
I demonstrate a commitment & capacity to develop mature relationships with other Church authorities/ministries/Catholic communities	0	3.9	9.1	50.6	36.4
I have an understanding of the history and structure of the Catholic Church in Australia	2.6	9.2	13.2	40.8	34.2
I have an understanding of canon law as it applies to ministerial PJPs	0	10.4	32.5	41.6	15.6
I have an understanding of ministerial PJPs	0	3.9	6.5	53.2	36.4

Personal Assessment

DETAIL

LEADERSHIP AND GOVERNANCE	1	2	3	4	5
As a Canonical Steward ...	Not at all	Very basic	Passable	Yes	Yes very much
I can articulate an understanding of leadership based on contemporary theory and good practice	0	1.3	10.4	46.8	41.6
I recognise the role of leaders in shaping organisational culture/s appropriate to a ministerial PJP	0	0	2.6	32.9	64.5
I demonstrate an understanding of processes for ethical decision-making within a Christian ministry	0	0	5.2	49.4	45.5
I can articulate the role of governance and administration in serving the mission of a ministerial PJP	0	0	5.2	49.4	45.5
I understand the differing roles of Canonical Steward, Board Directors and Executive Leadership	0	0	6.6	27.6	65.8
I demonstrate an understanding of strategic planning, change management and risk management	0	1.3	3.9	45.5	49.4
I demonstrate sufficient understanding of financial planning and management and business administration to interrogate budgets, reports & audits of a ministerial PJP	0	6.5	13.0	48.1	32.5

Personal Assessment

LEADERSHIP AND GOVERNANCE (CONT.)

	1	2	3	4	5
As a Canonical Steward ...	Not at all	Very basic	Passable	Yes	Yes very much

I demonstrate a broad understanding of the following domains and their relationship to governance in a ministerial PJP:

Human resources	0.0	2.6	6.5	54.5	36.4
Information technology	0.0	9.1	36.4	48.1	6.5
Property issues	0.0	5.2	22.1	55.8	16.9
Safeguarding	0.0	1.3	9.1	48.1	41.6

MINISTRY CONTEXT

	1	2	3	4	5
As a Canonical Steward ...	Not at all	Very basic	Passable	Yes	Yes very much

I have knowledge and experience relevant to the context of the MPJP's ministries (e.g. health, education, aged care, community services)

0	0	5.2	49.4	45.5
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Personal Assessment

HUMAN RELATIONS	1	2	3	4	5
As a Canonical Steward ...	Not at all	Very basic	Passable	Yes	Yes very much
I demonstrate a commitment to the dignity and equality of all persons	0	0	1.3	26.0	72.7
I demonstrate an understanding of the importance of stakeholder relations	0	0	0.0	29.9	70.1
I demonstrate an appreciation of the value of First Nations perspectives	0	0	15.8	47.4	36.8
I demonstrate maturity in forming and maintaining relationships and in building and nurturing community	0	0	3.9	37.7	58.4
I practise appropriate self-care	0	1.3	15.6	61.0	22.1

Areas for formation



What areas of formation or learning would you like to explore for yourself in the next 12 months?



Areas for Formation

What areas of formation or learning would you like to explore for yourself in the next 12 months?

Here are the most common and recurring themes across the text, based on both frequency and emphasis. These seven clusters cover the breadth of responses, with Canon Law & Governance, Synodality & Discernment, and Spiritual/Theological Formation being the most dominant themes.



1. Canon Law and Governance (Most Frequent)

- Canon law foundations and its application to MPJPs
- Intersection of Canon and Civil/Corporate Law (esp. finance, directorship, land)
- Governance structures and responsibilities (trustees, boards, councils)
- Legal and canonical responsibilities of MPJP directors

Keywords recurring: Canon law, governance, director, MPJP, responsibility, civil law

2. Synodality and Discernment

- Embedding synodal practices in decision-making
- Discernment as a spiritual and governance process
- Synodality in councils and trustee boards
- Reflection, prayer, and collective spiritual practice

Keywords recurring: Synodality, discernment, trustee, council, reflection

3. Theology, Scripture, and Spiritual Formation

- Theological study and development
- Scripture knowledge, Lectio Divina, and scriptural scholarship
- Contemporary spirituality
- Theological grounding for mission and leadership

Keywords recurring: Theology, scripture, spirituality, formation, faith

Areas for Formation

What areas of formation or learning would you like to explore for yourself in the next 12 months?

4. Mission, Charism, and Catholic Identity

- Articulating mission in today's context
- Embedding and measuring charism in ministries
- Catholic Social Teaching
- Founding charisms (e.g., Sisters of Mercy) and their contemporary relevance

Keywords recurring: Mission, charism, identity, Catholic Social Teaching

5. Leadership Development and Trustee Formation

- Role clarity for Canonical Stewards and trustees
- Peer learning, formation programs, and leadership effectiveness
- Exploring contribution and value in leadership roles

Keywords recurring: Formation, leadership, trustee, chair, effectiveness

6. Inclusion and Cultural Awareness

- First Nations perspectives
- Diversity and inclusion in the Church
- Faith perspectives of excluded groups

Keywords recurring: First Nations, inclusion, excluded, perspectives

7. Strategic and Financial Planning

- Strategic governance for long-term goals
- Financial literacy and sustainability
- MPJP strategic planning and hierarchy understanding

Keywords recurring: Strategic, finance, planning, sustainability, org charts

Source: 2025 Canonical Stewards Survey.

Note: Themes were generated using ChatGPT. Full wording for open text responses are provided in a separate attachment.

Top 3 priorities for Ministerial PJP



What do you see as your top three priorities for your MPJP in your role as a Canonical Steward?



Top 3 priorities for Ministerial PJP

What do you see as your top three priorities for your MPJP in your role as a Canonical Steward?

Here are the key themes summarised and ordered by frequency and emphasis:



1. Mission and Catholic Identity

- Authentic expression and fidelity to mission
- Keeping Christ-centred and mission at the forefront
- Ensuring Catholic identity and charism are evident and sustained
- Promoting and stewarding the mission, vision, and values
- Reinterpreting and living out the charism today
- Supporting Catholic ethos across all levels
- Mission in governance, decision-making, formation

2. Formation and Spiritual Development

- Ongoing formation at all levels (trustees, directors, executive, staff)
- Formation in Catholic Social Teaching, spirituality, ethics, missiology
- Developing a communal formation experience
- Building confidence in the Canonical Steward role
- Nourishing the faith and spirituality of individuals
- Developing future formation programs

3. Governance and Leadership

- Clarity of roles (trustees, boards, ministry leaders)
- Succession planning for trustees and board members
- Canonical and civil governance responsibilities
- Strengthening governance structures and understanding
- High-quality, ethical, transparent governance
- Collaboration and co-responsibility

Top three priorities for Ministerial PJP

What do you see as your top three priorities for your MPJP in your role as a Canonical Steward?

4. Strategic Planning and Sustainability

- Long-term (10+ years) strategic planning
- Financial sustainability of ministries and MPJP
- Strategic alignment across ministries
- Sustainability in mission, finance, people, patrimony
- Succession and stability planning
- Viability of small MPJPs

5. Relationship and Community Building

- Strengthening relationships with ministries, stakeholders, and boards
- Building MPJP identity and community
- Working collaboratively with other MPJPs
- Synodality and dialogue
- Connection with Church and society

6. Charism and Founding Vision

- Reinterpreting founders' charisms in today's world
- Living the founding story with relevance and faithfulness
- Passing on the story and spirituality

7. Justice, Diversity, and First Nations Engagement

- Commitment to diversity in leadership
- Engagement with First Nations people
- Practical application of Te Tiriti o Waitangi (NZ context)
- Addressing unmet social and spiritual needs

8. Safeguarding and Ethical Responsibility

- Ensuring safety of children and adults
- Canonical integrity and ethical leadership
- Responding to risks congruent with charism

Source: 2025 Canonical Stewards Survey.

Note: Themes were generated using ChatGPT. Full wording for open text responses are provided in a separate attachment.

Indicators that MPJP is fulfilling its mission



What would you see as the three main indicators that your MPJP is fulfilling its mission?



Three main indicators that MPJP is fulfilling its mission

What would you see as the three main indicators that your MPJP is fulfilling its mission?

Here's a summary of the most common key themes, ranked by frequency and prominence across the full set of statements. The categorisation draws on repetition, emphasis, and alignment of ideas.



1. Mission, Charism and Catholic Identity

- Most consistent theme.
- Mission is lived, visible, and central in all ministries.
- Charism of the founders is understood, expressed and reinterpreted.
- Ministries are recognisably and authentically Catholic.
- Catholic Social Teaching and Gospel values guide decision-making.
- Schools and services embody the healing and liberating mission of Christ.

E.g.: "Visible demonstration of the mission," "Our ministries are thriving places where the charism is alive and well," "Mission is Christ-centred and Catholic identity evident."

2. Formation and Faith Development

- Highly prominent.
- Ongoing formation across all governance levels (Trustees, Boards, Executives, Principals, Staff).
- Emphasis on formation in faith, mission, spirituality, CST, theology.
- Flourishing, tailored, and well-participated formation programs.

E.g.: "Quality formation at Trustee level," "Formation for Board commenced," "Staff participation in formation," "Thriving formation programs."

Three main indicators

What would you see as the three main indicators that your MPJP is fulfilling its mission?

3. Governance, Leadership, and Role Clarity

- Strong focus on governance practices, responsibilities, and structure.
- Clarity and collaboration between Trustees, Boards, and Executives.
- Robust civil and canonical governance.
- High-quality leadership that is spiritually and ethically grounded.

E.g.: "Clarity of MPJP role," "Excellence in governance," "Thriving and respectful governance," "Servant leadership demonstrated."

4. Sustainability and Viability

- Ministries and MPJP must be financially and missionally sustainable.
- Long-term viability and strategic financial planning highlighted.
- Sustainability enables continued service and fidelity to mission.

E.g.: "Sustainable ministries," "Strategic investments," "Sustainable budget forecasts," "Viable long-term."

5. Thriving and Flourishing Ministries

- Schools and ministries are growing, respected, and in demand.
- Mission, identity, and performance are interconnected.
- Indicators: enrolments, reviews, waiting lists, stakeholder feedback.

E.g.: "Thriving schools," "Flourishing mission at schools," "Outstanding PJP missional governance," "Ministries flourishing."

6. Relationships, Synodality, and Community

- Internal: strong relationships among MPJP roles and ministries.
- External: partnerships with local churches, dioceses, other MPJPs.
- Collaboration, communion, and shared purpose emphasised.

E.g.: "Strong stakeholder relationships," "Healthy dialogue across Boards," "Sense of community," "We are growing as a faith community."

Three main indicators

What would you see as the three main indicators that your MPJP is fulfilling its mission?

7. Service to the Margins and Justice

- A distinct emphasis on the poor, vulnerable, and marginalised.
- Ministries reflect Gospel preference for the poor.
- Social justice is integrated into education and community works.

E.g.: "Focus on the vulnerable," "Responding to unmet needs," "Ministries prioritise the poor and marginalised."

8. Measurement, Evaluation, and Accountability

- Use of data, feedback, and reviews to assess impact.
- Formation participation, mission alignment, stakeholder feedback used as key indicators.
- Desire for discernible and evaluable mission impact.

E.g.: "Looking at data of involvement," "Feedback from stakeholders," "School reviews," "Measurable outcomes."

9. Strategic Planning and Future Readiness

- Need for long-term, mission-aligned strategic planning.
- Succession planning and readiness for future challenges.
- Adapting to contemporary needs and contexts.

E.g.: "Strategic plans reflect mission," "Foresight and risk management," "Succession planning," "New ministry opportunities considered."

10. Recognition, Trust, and Influence in the Church

- MPJPs seen as credible leaders within the Church.
- Sought-after as models of good governance and mission.
- Valued by local bishops and congregations.

E.g.: "MPJP is perceived as an effective leader," "Well respected in the Church," "Others seeking to join MPJP."

Extra comments



- As a new MPJP, we are eager to learn from and with the more established MPJPs in Australia, drawing on their experience and hard-won wisdom
- Commend AMPJP for making formation a priority
- Forming a pool of potential trustees for the sector and potentially gaining sponsorship for this
- Great to see this undertaken
- I am looking forward to learning more. Thank you.
- I am very new to the role and feel quite optimistic about the role of canonical stewards in maintaining, growing and adding value to mission. I do believe however we are at a critical time and maturing more rapidly will be important as much relies on this. I will do more to understand what the step change is that is needed and will make a commitment to be active in discussion this going forward
- I believe that it is important of MPJPs to claim their role within the Catholic Church and to embrace positive and proactive ecclesial leadership
- I commend AMPJP for its commitment to supporting Canonical Stewards in their unique and evolving role. As MPJPs mature, the demands on Stewards grow more complex—requiring not only canonical literacy but also strategic governance capability, theological depth, and the capacity to work collaboratively across ecclesial and civil contexts. It would be helpful if future formation materials could include: Case studies and practical scenarios that reflect real-life dilemmas Opportunities for shared reflection and peer learning, recognising the collective wisdom among Stewards Content that deepens understanding of the ecclesial role of MPJPs within the broader life of the Church in Australia Formation should also remain adaptive—able to respond to new questions and challenges as MPJPs continue to grow in diversity and maturity.
- I have been active in Governance space for my Congregation since 1997, currently Director on 3 Board/Councils
- I think there is a challenge for small PJPs with small secretariats being sustainable without reliance on significant volunteer contribution of time
- I would value a range of resources and a range of formats (in vivo, online, personal reading, shared reflection, webcasts, communities of practice)
- It would have been helpful that some of the language and options in the questions reflected that this survey also covers Canonical Stewards in New Zealand. Hopefully this can be accommodated in the future preparation of formation materials.

Extra comments

- Maintaining a focus on the MPJP's purpose and avoiding the risk of simply managing.
- MPJPs are an amazing and important empowerment of highly competent Lay people who will potentially enhance the skills available to the broader Church. I hope it is seen as an enhancement and an opportunity for the Catholic Church to reposition itself into the future.
- Need for ongoing formation
- Not all stewards should be excessively religious - without financial sustainability there is no future
- Perhaps the Synod on Synodality is a useful model for our contemporary understanding of MPJPs - we exist for the sake of mission
- Prayer, shared formation and synodality are essential to my growth as a CS.
- Thank you for asking these questions.
- Thank you for this opportunity and for the work that the AMPJP is doing.
- Thank you. I look forward to seeing the results of the survey.
- The issues we face as a single MPJP are not unique to us - how do we develop structures that are mutually supportive of each other. I thank whoever has put this survey together is to be congratulated - it asks the right questions and gathers the critical information that is needed if we are to honestly address the challenges before us.
- The spiritual needs the temporal to be sustainable
- Try to make them practical and keep their underlying vision, mission language within the practical and fairly short and simple.
- When will Bishops, Archbishops and the Church patriarchy of Australia fully realise the criticality of lay led governance through PJPs and truly honour their authority and transformational potential and reality.

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