

# The Service Closure Conversation Canvas

## ❖ Part 1: Pre-Meeting Preparation Checklist

### 1. Primary Trigger Identified: (What prompted this conversation?)

- Impact is slipping
- Context has shifted
- Sustainability is at risk
- Routine portfolio review

### 2. Decision Criteria Agreed Upon by Stakeholders:

- Strategic Fit
- Impact & Outcomes
- Equity & Reach
- Lived Experience
- Sustainability & True Cost
- Organisational Health & Risk

### 3. One-Page Evidence Snapshot Prepared & Circulated:

- Key Reach & Outcome data
- True Cost calculation
- Equity signals (who is/isn't being reached)
- Key Lived-Experience feedback (quotes/themes)
- Safeguarding & Risk summary

### 4. The Right People Confirmed for the Meeting:

*(List attendees)*

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## ❖ Part 2: Meeting Agenda & Key Notes

Service Under Review: \_\_\_\_\_ Date: \_\_\_\_\_

### 1. Set the Scene (5 mins):

**Meeting Goal:** To review the evidence and agree on the best path forward for this service. This is about responsible stewardship.

### 2. Review Evidence Snapshot (10 mins):

**Key Clarifying Questions Raised:**

### 3. Evaluate the Options (15 mins):

*(Use your agreed criteria to assess the options. What evidence points where?)*

| Strategic Option | Pros / Evidence Supporting This Option  | Cons / Risks / Evidence Against This Option                                |
|------------------|---|--|
| Grow             | (e.g., High demand, strong outcomes, clear strategic fit)                           | (e.g., High cost, hard to recruit for, mission drift)                      |
| Pivot / Redesign | (e.g., Addresses equity gaps, could attract new funding, user feedback)             | (e.g., Requires investment, uncertain outcomes, staff capacity)            |
| Steady           | (e.g., Reliable outcomes, breakeven cost, meets a core need)                        | (e.g., Declining demand, not reaching priority groups, reputational risk)  |
| Retire           | (e.g., Poor outcomes, unsustainable cost, mission no longer aligns, context change) | (e.g., User transition challenges, funder relationship risk, staff morale) |



## 4. The Decision (15 mins):

**Final Agreed Path Forward:** (Circle one) **GROW / PIVOT / STEADY / RETIRE**

**Rationale for Decision (1-2 sentences):**

## 5. Immediate Next Steps (5 mins):

**Named Transition / Project Lead:** \_\_\_\_\_

**Top 3 Immediate Risks to Mitigate:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Key Communication Tasks Assigned To:**

- Staff & Volunteers: \_\_\_\_\_
- Service Users: \_\_\_\_\_
- Funders & Partners: \_\_\_\_\_

**Next Meeting / Check-in Date:** \_\_\_\_\_

