

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)



❖ 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: _____

