

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)
- Operational Safety & Risk Profile

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	<i>(e.g., High demand, strong outcomes, clear strategic fit)</i>	<i>(e.g., High cost, hard to recruit for, mission drift)</i>
Pivot / Redesign	<i>(e.g., Addresses equity gaps, could attract new funding, user feedback)</i>	<i>(e.g., Requires investment, uncertain outcomes, staff capacity)</i>
Steady	<i>(e.g., Reliable outcomes, breakeven cost, meets a core need)</i>	<i>(e.g., Declining demand, not reaching priority groups, reputational risk, staff burnout / fatigue)</i>
Retire	<i>(e.g., Poor outcomes, unsustainable cost, mission no longer aligns, context change)</i>	<i>(e.g., User transition challenges, funder relationship risk, staff morale)</i>



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 & Families: _____
- Funders & Partners: _____

Next Meeting / Check-in Date: _____

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