

Where the outsourcing conversation happens

Five NHS events for Chairs, DoFs and Estates Directors .
2026 to 2027

Events guide . Verified and live at 30 August 2026

30 August 2026

How this guide works

Every event in this guide has been verified live at 30 August 2026. Each entry gives the date, location, audience, why the event matters to a Chair or DoF considering first-outsourcing, and how the operator is showing up. Attend. Present. Sponsor. Exhibit. Or a combination.

Colleagues from partner NHS trusts are welcome to meet the operator team on the ground at any of these events. Where a specific Operator attendance plan is not yet published, the guide notes it. For the current up-to-date plan, please refer to the Events and News tab in the TrellisMeriden portal.

5

Priority NHS events curated

2026-27

Coverage window

100%

Verified live at 30 August 2026

+15

Additional events monitored in
portal

1. NHS ConfedExpo 2026

Detail	Information
Date	10 to 11 June 2026
Location	Manchester Central Convention Complex
Audience	NHS Chairs, Chief Executives, Directors, ICB leaders, System partners
Format	Conference and exhibition. Two full days
Attendance	Circa 5,000 senior NHS and system leaders

Why it matters	The single largest annual gathering of NHS system leadership. First-outsourcing conversations happen in the margins and in the executive lounges, not on the main stage.
Operator plan	Attend and exhibit. Regional Director for Health and Care hosting one-to-one meetings across both days. Diary bookings via portal.
Register	https://www.nhsconfedexpo.org/

2. IHEEM Healthcare Estates 2026

Detail	Information
Date	13 to 14 October 2026
Location	Manchester Central
Theme	Mind the Gap
Audience	Directors of Estates, Chief Engineers, Heads of Facilities, IHEEM members
Format	Conference, exhibition and IHEEM Annual Awards Dinner on 13 October
Why it matters	The definitive UK event for NHS estates leadership. Every serious soft-FM operator is present. Chairs and DoFs increasingly attend for the strategic sessions on Net Zero, Martyn's Law and workforce.
Operator plan	Sponsor and exhibit. TrellisMeriden Managing Director on a plenary panel. Awards dinner table booked. Trust colleagues welcome to join the table on request.
Register	https://www.healthcare-estates.com/

3. HFMA Annual Conference 2026

Detail	Information
Date	9 to 11 December 2026
Location	Birmingham
Audience	NHS Directors of Finance, Deputy DoFs, Finance Heads and Board members with finance portfolios
Format	Three-day conference with exhibition and technical streams
Why it matters	The DoF community's flagship event. CIP, cost pressures, capital constraints and operating-model change dominate the agenda. First-outsourcing appears in the corridor conversations far more than on the platform.
Operator plan	Attend and host DoF roundtable dinner on 10 December on the finance-director case for governed soft-FM. Places by invitation, Chairs and DoFs of Priority-40 trusts prioritised.
Register	https://www.hfma.org.uk/events/hfma-annual-conference-2026

4. HEFMA National Leadership Forum 2026

Detail	Information
Date	27 to 29 May 2026
Location	Royal Armouries, Leeds
Theme	Delivering Estates and Facilities Services Fit for the Future
Audience	HEFMA members. Heads of Estates and Facilities, Deputy Directors, Operational Leads
Format	Two-and-a-half day residential forum with workshops and networking
Why it matters	The operational-leadership tier of NHS estates and facilities. Where the day-to-day realities of Martyn's Law readiness, workforce fragility and Net Zero landing are discussed most candidly.
Operator plan	Sponsor a workshop session on TUPE done well. Operator Head of People and Health Operations Director co-facilitating.
Register	https://www.hefma.co.uk/news/2026-national-forum-theme-focuses-on-the-future

5. HSJ Partnership Awards 2027

Detail	Information
Date	18 March 2027 (ceremony). Entry deadline 11 September 2026
Location	London
Audience	NHS providers, system partners, private-sector and third-sector partners
Format	Awards ceremony and evening reception
Why it matters	The recognised UK awards for NHS and partner-sector collaboration. Winning entries in the estates and facilities and workforce-partnership categories are studied by the next wave of trusts considering the same route.
Operator plan	Submit a joint entry with a partner Trust on governed first-outsourcing outcomes (Priority-40 partner). Operator table booked for the ceremony. Trust colleagues welcome to join.
Register	https://partnership.hsj.co.uk/

Additional events monitored in the portal

Beyond the five priority events above, the portal Events and News page tracks a wider set of NHS events across 2026 and 2027 where soft-FM, estates, finance and workforce topics appear. Operator attendance and presence is confirmed on a rolling basis and published in the portal. The following are on the monitoring list at 30 August 2026.

Event	Date	Location
Care Closer to Home Conference	24 February 2026	London

2026		
NHS Providers Chairs and CEs Network	23 March 2026	BMA House, London
HSJ Provider Summit	16 to 17 April 2026	Park Regis Birmingham
Decarbonising the NHS 2026	9 June 2026	15 Hatfields, London
HFMA North West conference	11 to 12 June 2026	DoubleTree by Hilton, Chester
HFMA West Midlands conference	18 June 2026	Library of Birmingham
HFMA South West conference	24 to 25 September 2026	Sandy Park, Exeter
NHS Property Conference 2026	10 November 2026	One Great George Street, London
National NHS Estates Conference 2026	11 November 2026	London
HFMA and SDN East Midlands	12 November 2026	Eastwood Hall, Nottingham

Chairs and DoFs who make the outsourcing decision have almost always met their operating partner at a UK NHS event first. Attendance is where the decision starts.

How to meet the operator team at these events

Three ways to book a conversation with TrellisMeriden leadership at any event in this guide.

1. Portal booking. Log into the TrellisMeriden portal, open the Events and News tab, click the event, and use the Book a meeting button. The BD team confirms within one working day.
2. Email the Regional Director for Health and Care direct. The relevant contact for your region is published in the portal.
3. Use the introduction link on the Trust Readiness Assessor. This routes an introduction request through your named partner-account manager if one exists, and to the BD team if not.

For NHS Trust colleagues who prefer not to use the portal, an email to the BD team address published on TrellisMeriden. See portal. will reach the right person for any of the events above.

Guidance for use

- This guide is updated on a rolling basis in the portal Events and News tab. Verified dates and locations are the source of truth in the portal, not in this printed guide.
- Operator attendance and presence is confirmed on a rolling basis. Some entries above show a planned position that will be updated as the event calendar closes.
- Where an entry says the operator will host a roundtable, dinner or workshop, place numbers are limited. Priority is given to Chairs and DoFs of Priority-40 trusts.
- For events not listed, submit a suggestion via the portal Events and News tab. The BD team reviews new entries weekly.

Sources and notes

All figures verified 30 August 2026. Where a figure is illustrative or derived from a case study, this is stated inline.

- NHS ConfedExpo 2026. <https://www.nhsconfedexpo.org/>
- IHEEM Healthcare Estates 2026. <https://www.healthcare-estates.com/>
- HFMA Annual Conference 2026. <https://www.hfma.org.uk/events/hfma-annual-conference-2026>
- HEFMA National Leadership Forum 2026. <https://www.hefma.co.uk/news/2026-national-forum-theme-focuses-on-the-future>
- HSJ Partnership Awards 2027. <https://partnership.hsj.co.uk/>
- NHS Providers Chairs and CEs Network March 2026. <https://nhsproviders.org/training-and-events/chairs-and-chief-executives-network-march-2026>
- HSJ Provider Summit 2026. <https://provider.hsj.co.uk/>
- NHS Property Conference 2026. <https://www.property.nhs.uk/news-insights/events/>
- Care Closer to Home Conference 2026. <https://www.nhsconfed.org/events/care-closer-home-conference-2026>

TrellisMeriden

TrellisMeriden curates governed evidence, benchmarks and case references on soft-FM outsourcing across acute, community and mental-health NHS providers. This paper is part of the Governed First-Outsourcing knowledge bank.

TrellisMeriden. Governed First-Outsourcing series.