

# Education Estates: Sustainability Conference 2026

## Project Showcase : Strategy & Practice

### Birmingham Metropolitan College

### February 2025



## What we do

We are a specialist education-led team of Client Advisors, Project Managers, Cost Consultants, Designers, Bid Writers, Space Planners and Fit Out Specialists.

We delivered over £1bn of new buildings and refurbishments in the education, municipal and commercial sectors.

Our core service is strategic advice and project management, and our team has multi-disciplinary sector experience including senior leadership in education institutions, corporate director experience in Local Authorities, architecture, cost consultancy, surveying, and project management.

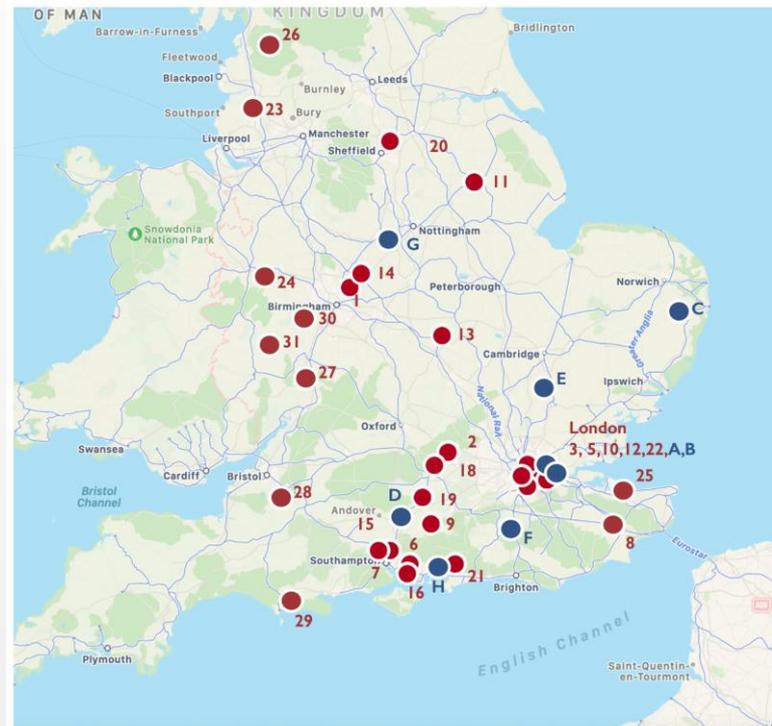
We exist to make a difference – creating spaces & shaping futures



# Our reach and understanding of the further and higher education sector

No.	Name	Space Planning	Rationalisation	Master Planning
A	George Green School	X	X	
B	Thames Christian College	X		
C	Langley School	X	X	X
D	Hampshire County Council	X		X
E	Berkhamsted School	X		X
F	Charterhouse School	X		
G	Dixie Grammar School	X		
H	Lord Wilson School	X		
I	Birmingham Metropolitan College	X	X	
2	Buckinghamshire College Group	X	X 2*	X *1
3	Capital City College Group	X	X 2*	X *3
4	City College & Solent University	X	X 2*	X *3
5	West London College	X	X	X
6	Eastleigh College & City College	X		X *1
7	Fareham College	X		X
8	Hadlow College	X	X	X *3
9	Havant and South Downs College	X	X	X *1
10	Lambeth College (LSBU Group)	X	X	X
11	Lincoln College	X	X	
12	London South East Colleges	X	X	
13	Moulton College	X	X	
14	South Staffordshire College	X	X	X *1
15	Solent University	X	X 2	X *3
16	St.Vincent College	X	X 2	X
17	States of Guernsey Institute	X	X	X *3
18	The Henley College	X	X 2	X
19	The Loddon School	X		X *3
20	The RNN Group	X	X	
21	University of Chichester	X	X	X *3
22	South Thames College Group	X		X
23	Runshaw College	X	X	X
24	Shrewsbury College	X	X	X
25	Midkent College	X		X
26	University of Central Lancashire	X	X	
27	Hartpury College	X		
28	Bath College	X		X
29	Weymouth College	X		
30	Telford College	X		
31	Heart Of Worcestershire	X		

- \*1 – Work included the development of new build briefs and the management of a Design Approach Competition to appoint an architect-led design team
- \*2 – Work included the appointment of an architect team to take forward alternative use site disposals
- \*3 – Work included PMc in-house development of an estate wide master plan



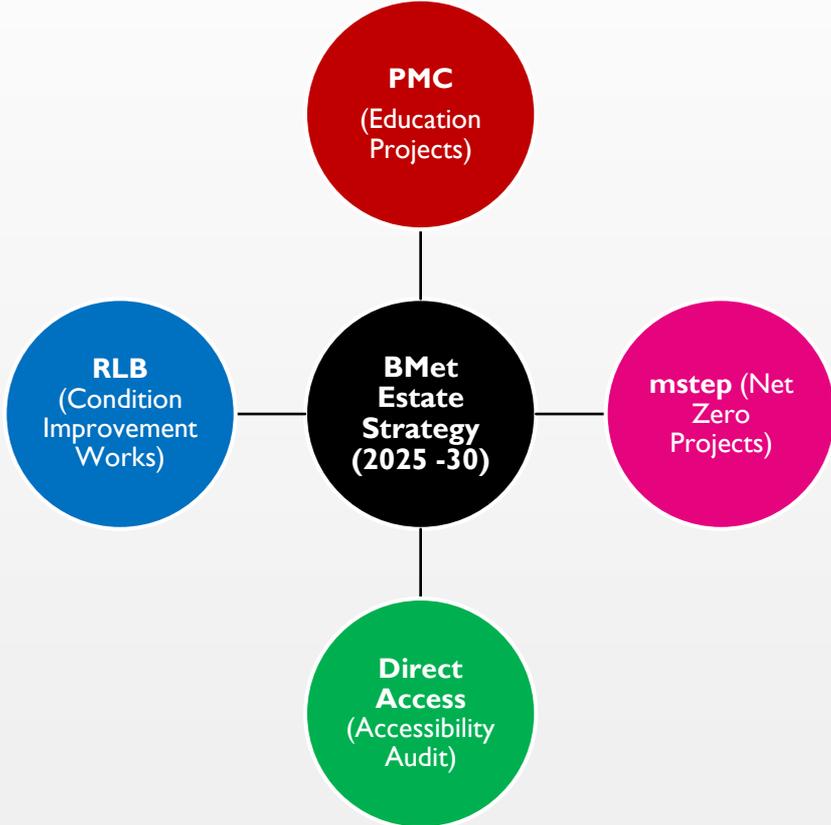
## Strategic Context - Area Analysis of the Existing Estate

Campus	Total Area (m <sup>2</sup> )
Matthew Boulton	14,799
Sutton Coldfield	20,899
James Watt	15,250
Erdington	3,880
<b>TOTAL</b>	<b>54,828</b>

PMc has now completed 2 estate strategies for BMet, the first being in 2020/21, and then an update in 2025. BMet has delivered one of the most substantial sets of changes to its estate in the FE sector in the last 5 years:

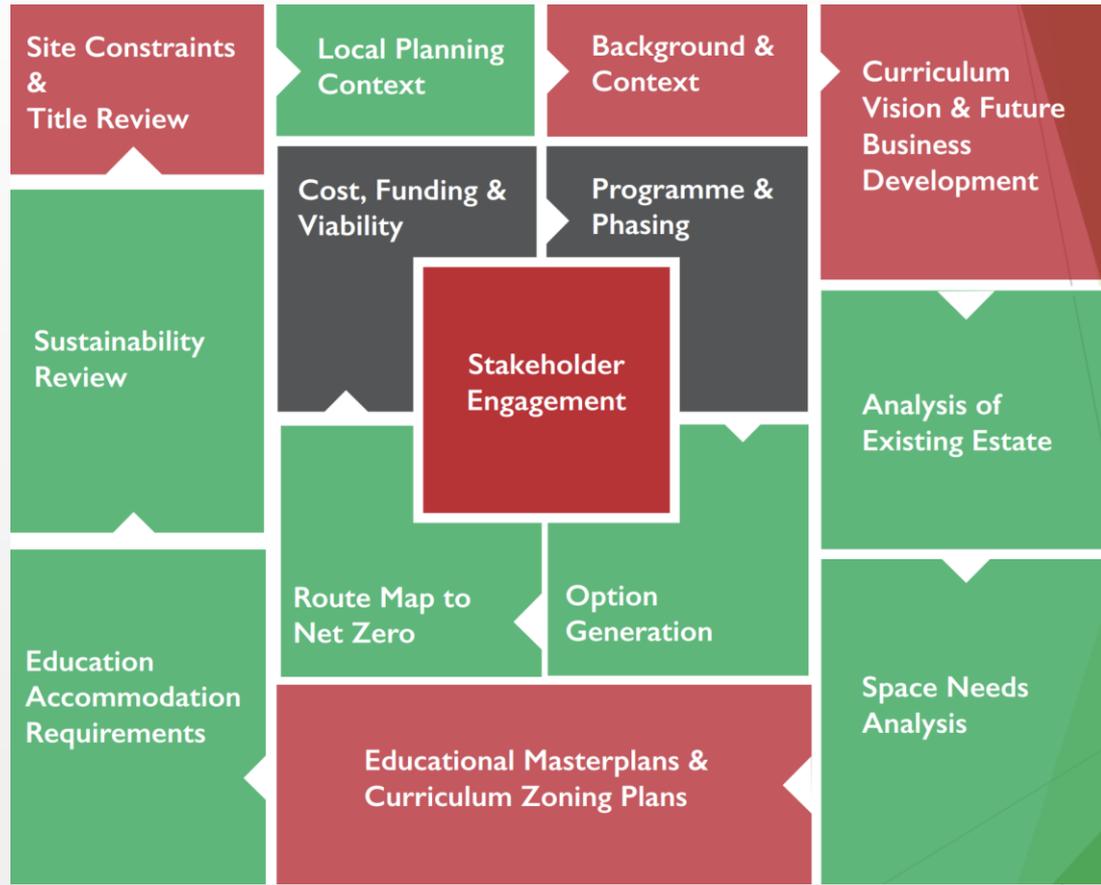
- college estate consolidated by 30% from 78,781 to 54,828 m<sup>2</sup>;
- Closure of Stourbridge, Kidderminster, Sports Academy, Botanical Gardens & Millenium Point.
- Improvement in use of Matthew Boulton as a result of closure of Millennium Point;
- PMP plan developed – and evidence used to back up a successful FECTF bid for estate investment;
- T Level works including GF Watts construction & robotics spaces;
- Replacement of boilers and all hot water pipe work in James Watts;
- Substantial window replacement at both James Watts and Sutton Coldfield.

# BMet – integrated approach to the creation of a long-term Estates Strategy



# PMc Estates Strategy Approach Including consideration of Sustainability

- Heating & Ventilation Systems, Sources of Energy Generation
- Subject specific area analysis including student's no's and student guided learning hours



- Utilisation Analysis
- Condition & Functionality Assessments
- Estate-wide analysis on space needs based upon current & future curriculum plans.

# BMet's Outline Sustainability Route

2020 – 2024



**Rationalise the Estate**  
**Increase Space Efficiency**  
**Address Estate Condition**

- ✓ Explore land disposals (where feasible)

2025 – 2030

**Optimise Energy Efficiency**  
**Reduction of Heat Loss**

- ✓ Improve fabric performance  
Maximise natural light
- ✓ Control and monitoring - BMS



**Reduce Energy Demand & Revenue Cost**

- ✓ Upgrades to buildings' envelope (roofs, facades, windows)
- ✓ Lighting Upgrade



**Increase Ventilation Effectiveness**  
**Reduce Overheating**

- ✓ Maximise natural and cross-ventilation
- ✓ Introduce Mechanical Ventilation/AC



**Deliver Fossil Fuel-Free Heat**

- ✓ Upgrade to heating equipment and pipework
- ✓ Incorporate sustainable heating solutions (heat pumps, solar thermal)



**Generate On-Site Renewable Energy**

- ✓ Explore on-site electricity generation (Solar PV Panels, GSHPs, ASHPs)



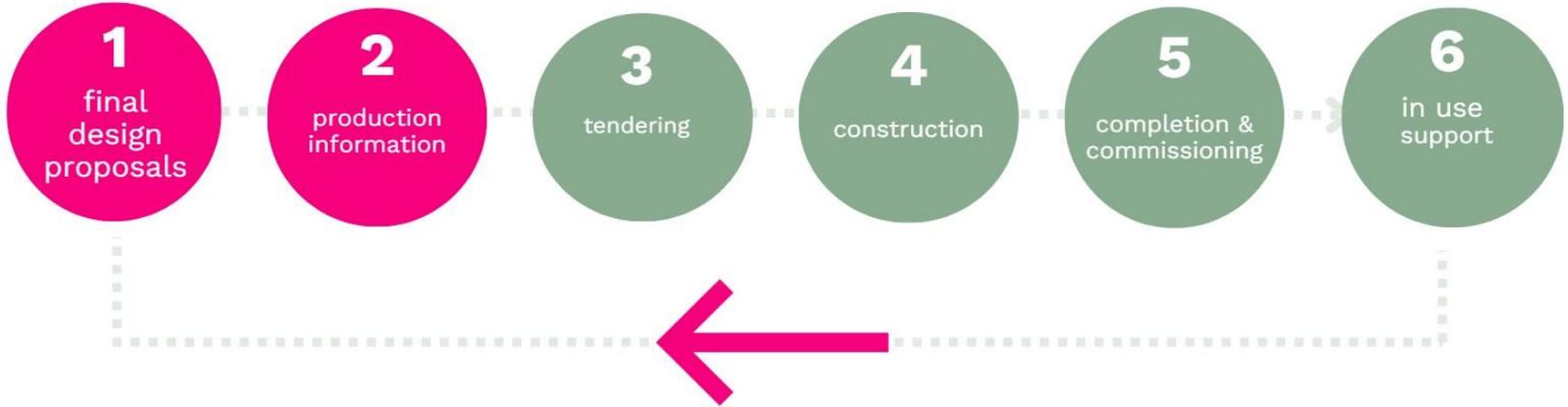
**Enhance Green Infrastructure & Diversity**

- ✓ Explore greening options at the city centre campus
- ✓ Possibilities for biodiversity enhancements within land-based zone and overall masterplan.
- ✓ Install EV Charging

2030+







mstep<sup>PM</sup>

mstep<sup>PM</sup>

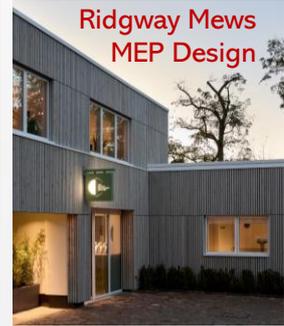
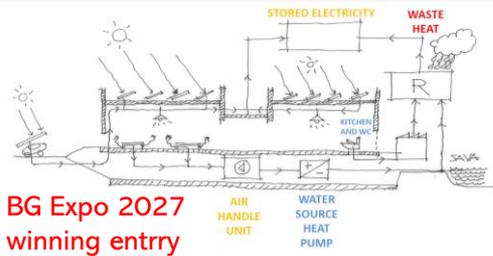
**PMc**  
Peter Marsh Consulting Ltd.



some of our projects:

mstep 

**PMc**  
Peter Marsh Consulting Ltd.



minds skills tools environment planning

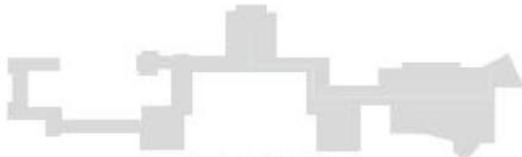
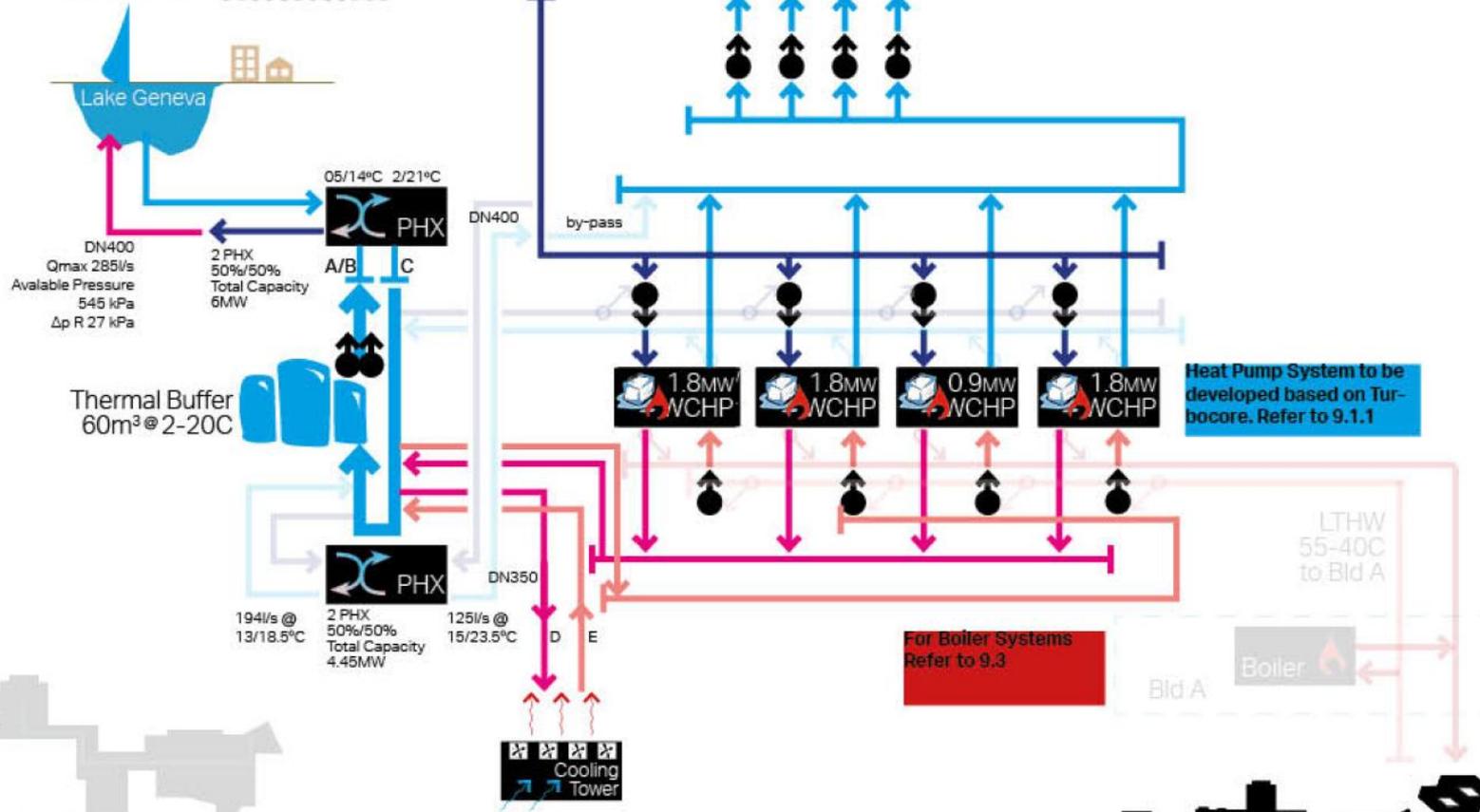
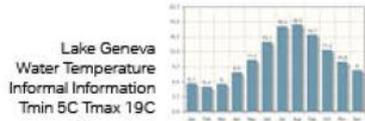


mstep 

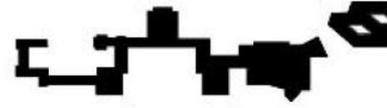


united nations office Geneva (UNOG)

mstep 



**Heat Product Distribution**  
To maintain the current Heating distribution, the heat produced by the new heat pumps will be piped to the existing plant room into the distribution network from the existing boiler plant room.





mstep



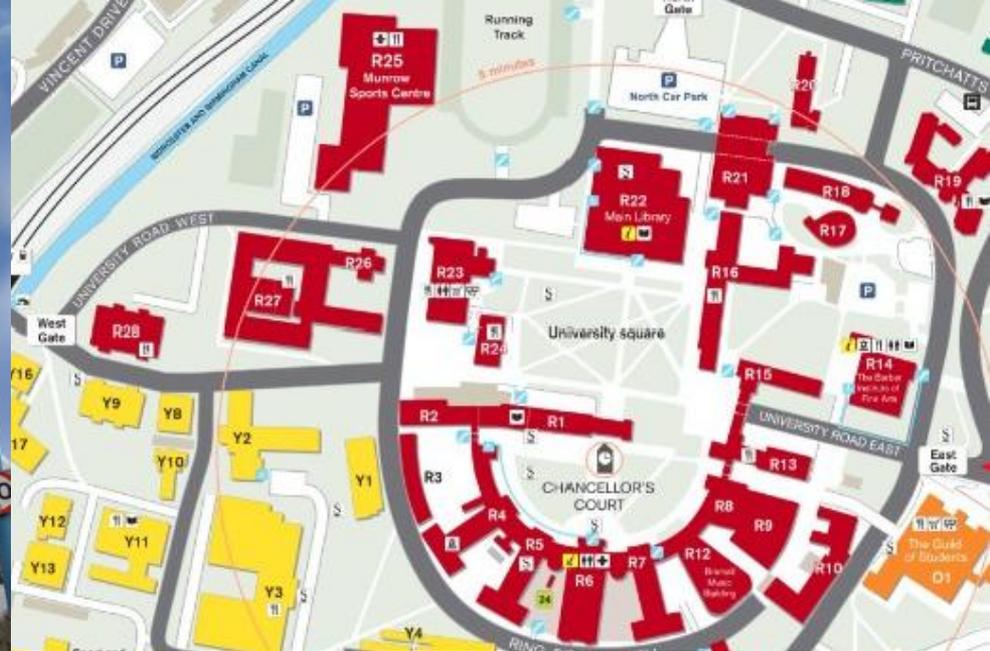
4 campuses | multiple typologies | one decision framework

mstep 

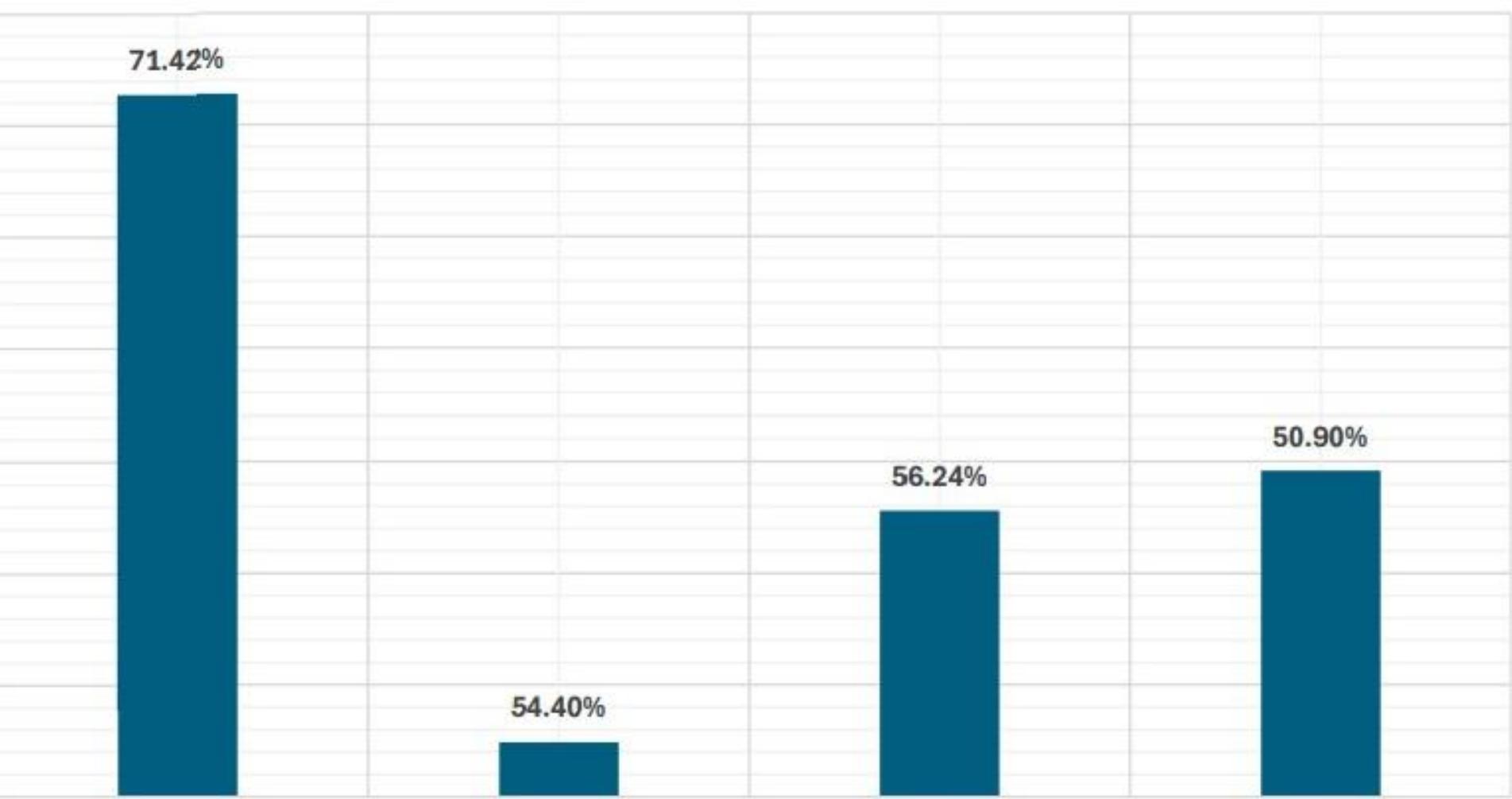
The logo for mstep consists of the word "mstep" in a bold, black, lowercase sans-serif font. To the right of the text is a small, pink square icon containing a white stylized graphic that resembles a step or a corner.

**PMc**  
Peter Marsh Consulting Ltd.

The logo for Peter Marsh Consulting Ltd. (PMc) features the letters "PMc" in a bold, red, uppercase sans-serif font. Below this, the full name "Peter Marsh Consulting Ltd." is written in a smaller, black, uppercase sans-serif font.







Sutton Coldfield

Erdington Skills Centre

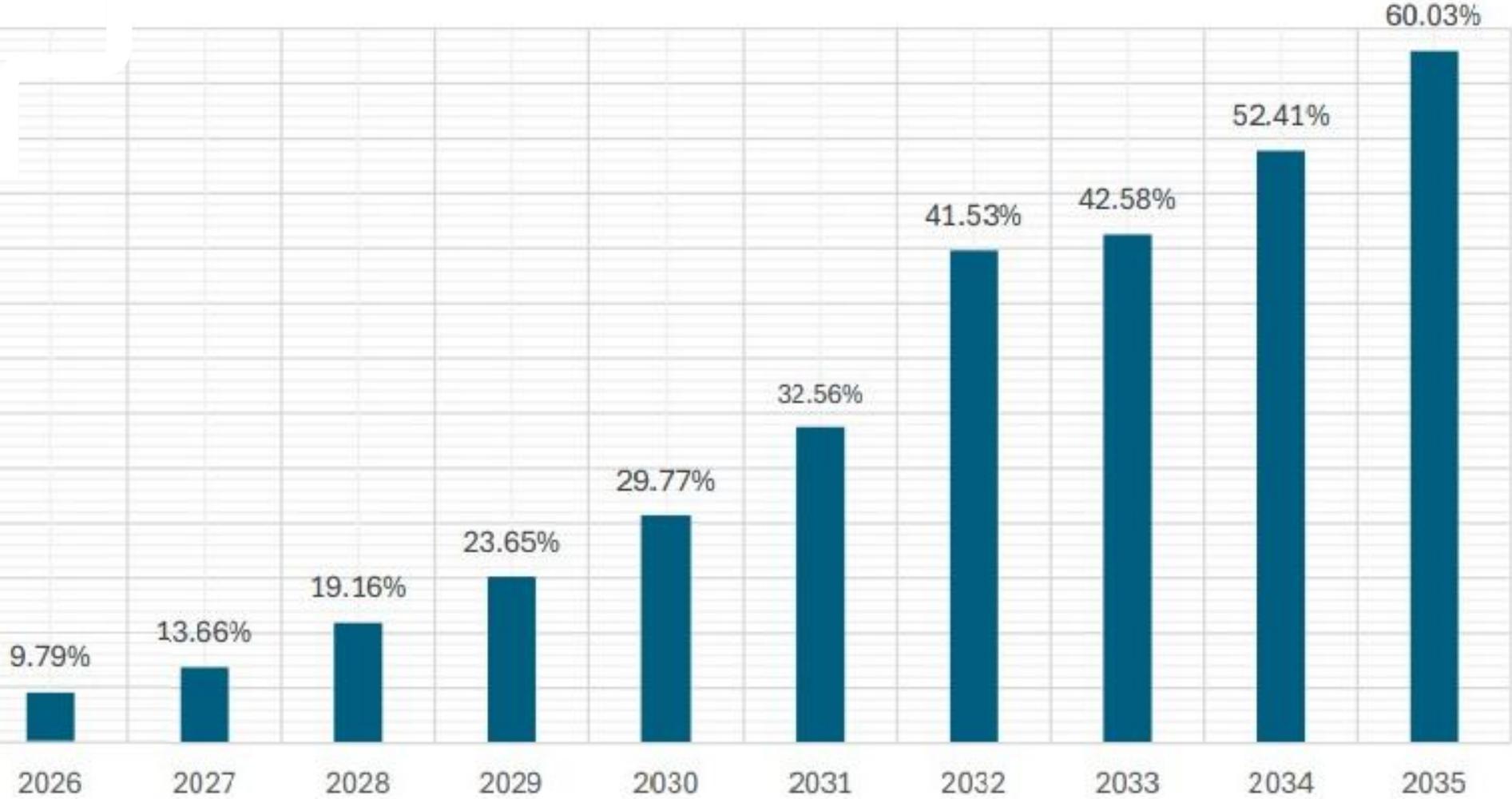
James Watt

Matthew Boulton

■ Capital Cost



# Cumulative Cost



■ Cumulative Cost

mstep 

Net Zero Energy Training Centre

from feasibility to stewardship



thank you

## Summary of Investment Strategy over a ten-year period

We developed an investment strategy for the college over the next 10 years using:

- Benchmark rates for each of the estate strategy projects;
- Mstep budget figures for building improvement works;
- Key decision points for adoption of green technologies;
- Costings for Condition Improvement works, undertaken by RLB;
- Dependencies of projects i.e decant works;
- Equitable expenditure of funds over all college sites year on year; and
- Total expenditure each academic year.

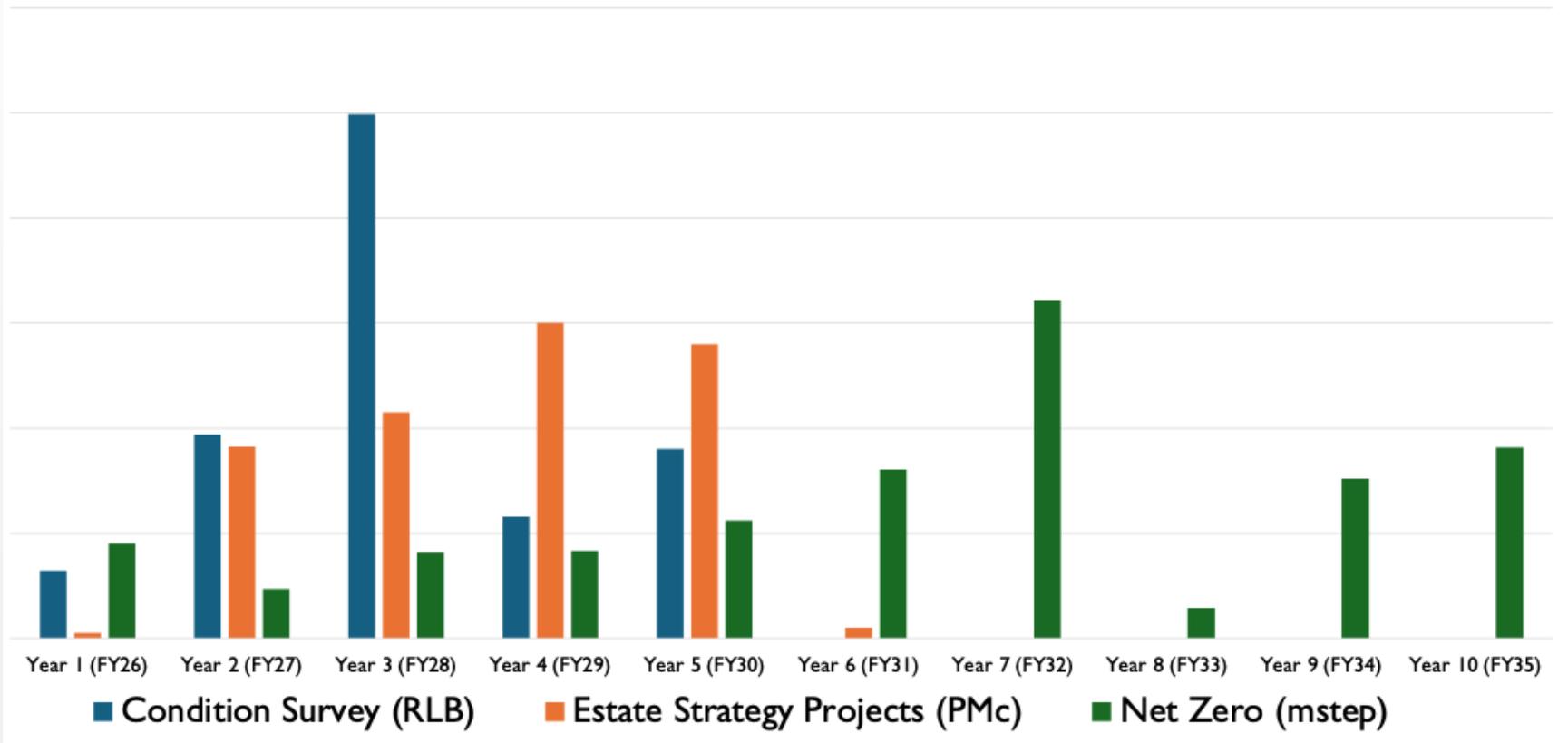
# Summary of Scoring Criteria

				Matthew Boulton College								Erdington Skills Centre				James Watt College				Sutton Coldfield College													
ID	Criteria	Weighting : 1-5	Option 1 - Refurbishment of the West 3rd Floor		Option 2 - Enhanced Zoning of Curriculum and Collocation of Curriculum across Rooms		Option 3 - External Amenity Space on 3rd floor		Option 4 - Alteration to Floorplate and CP Classroom Size		Option 5 - More student services and/or LRC to ground floor		Option 6 - Dispose of the Carpentry Building		Option 7 - Disposal of Erdington Skills Centre entirely		Option 8 - Plot Adjacent to Aldridge Road Sold		Option 9 - Access Arrangements for pedestrians and to promote a more inclusive approach to DDA access		Option 10 - Refurbishment of the 3rd and 4th floor of the main building		Option 11 - Disposal of Former Nursery Building		Option 12 - Refurbish the Second Storey (high with external funding or remove/demolish the building)		Option 13 - Façade Replacement Works		Option 14 - LRC Re-configuration		Option 15 - Improved entrance/ drop off area		
			Performance: 1-5	Weighted Score (Importance x Performance)	Performance: 1-5	Weighted Score (Importance x Performance)	Performance: 1-5	Weighted Score (Importance x Performance)	Performance: 1-5	Weighted Score (Importance x Performance)	Performance: 1-5	Weighted Score (Importance x Performance)	Performance: 1-5	Weighted Score (Importance x Performance)	Performance: 1-5	Weighted Score (Importance x Performance)	Performance: 1-5	Weighted Score (Importance x Performance)	Performance: 1-5	Weighted Score (Importance x Performance)	Performance: 1-5	Weighted Score (Importance x Performance)	Performance: 1-5	Weighted Score (Importance x Performance)	Performance: 1-5	Weighted Score (Importance x Performance)	Performance: 1-5	Weighted Score (Importance x Performance)	Performance: 1-5	Weighted Score (Importance x Performance)	Performance: 1-5	Weighted Score (Importance x Performance)	
A	Site of Issue - right-lining to reduce operational costs	1	1	1	1	1	1	1	1	1	1	1	1	4	4	5	5	2	2	1	1	1	1	4	4	3	3	1	1	1	1	1	1
B	Generation of Funds to Support Investment	2	1	2	1	2	1	2	1	2	1	2	3	6	5	10	4	8	1	2	1	2	4	8	2	4	2	4	1	2	1	2	
C	Travel to Study Impact - protecting market share	5	5	25	5	25	5	25	5	25	5	25	3	15	1	5	5	25	5	25	5	25	5	25	5	25	5	25	5	25	5	25	
D	Ability to Deliver Whole-Manning Operations (learner experience)	4	3	12	3	12	5	20	4	16	3	12	3	12	1	4	5	20	4	16	3	12	5	20	5	20	3	12	3	12	3	12	
E	Future Capacity to Grow - ensuring sufficient assets/land for growth	4	5	20	5	20	5	20	5	20	5	20	4	16	3	12	5	20	5	20	5	20	4	16	4	16	5	20	5	20	5	20	
F	Programme - speed of delivery (protecting delivery and student experience)	3	4	12	2	6	5	15	5	15	4	12	2	6	1	3	3	9	5	15	2	6	2	6	2	6	3	9	4	12	3	9	
G	Capital Case of Funding - affordability (limited scope for major estates projects)	4	4	16	3	12	4	16	4	16	3	12	4	16	3	12	5	20	5	20	2	8	5	20	3	12	2	8	3	12	4	16	
H	Strategic fit to agreed curriculum vision - maximising benefit to learners	5	4	20	5	25	1	5	3	15	5	25	2	10	1	5	1	5	5	25	5	25	1	5	3	15	1	5	5	25	3	15	
I	Degree of risk - ensuring planning consent and realising benefits	3	5	15	5	15	5	15	5	15	5	15	2	6	1	3	1	3	5	15	5	15	1	3	2	6	3	9	5	15	3	9	
J	Sustainability Impact - energy efficiency and environmental benefits	4	3	12	1	4	3	12	1	4	1	4	4	16	5	20	2	8	1	4	3	12	3	12	4	16	5	20	3	12	1	4	
K	Student and Staff Satisfaction - improving learning and working environments	4	5	20	5	20	3	12	3	12	5	20	4	16	3	12	1	4	5	20	5	20	1	4	3	12	2	8	5	20	4	16	
L	Community and Stakeholder Engagement - support and alignment with local needs	4	3	12	3	12	1	4	1	4	1	4	2	8	1	4	3	12	4	16	1	4	4	16	4	16	1	4	5	20	4	16	
<b>TOTALS</b>			<b>43</b>	<b>167</b>	<b>39</b>	<b>154</b>	<b>39</b>	<b>147</b>	<b>38</b>	<b>145</b>	<b>39</b>	<b>152</b>	<b>37</b>	<b>131</b>	<b>30</b>	<b>95</b>	<b>37</b>	<b>136</b>	<b>46</b>	<b>179</b>	<b>38</b>	<b>150</b>	<b>39</b>	<b>139</b>	<b>40</b>	<b>151</b>	<b>33</b>	<b>125</b>	<b>45</b>	<b>176</b>	<b>37</b>	<b>145</b>	
<b>RANK</b>			<b>3</b>		<b>4</b>		<b>8</b>		<b>9</b>		<b>5</b>		<b>13</b>		<b>15</b>		<b>12</b>		<b>1</b>		<b>7</b>		<b>11</b>		<b>6</b>		<b>14</b>		<b>2</b>		<b>9</b>		

Critically, the selection of projects were evaluated using a scoring criteria agreed with the Senior Leadership Team and then tested and verified in workshops with the governing body.

# Summary of Investment over a ten-year period

10yr Investment Plan



# Key Outcomes of the Estate Strategy



The focus of BMet's new estate strategy is a strategic shift from 'right-sizing' of estate in 2020 to the consolidation and continued investment of the existing estate to enhance building fabric and protect market share from 2025-30.



c.17,000m<sup>2</sup> of refurbishment work outlined within the estate's projects, targeting areas of poor condition and/or functionality.



Tackling the shortfalls highlighted during site visits on accessibility and inclusion.



A full implementation of mstep's net zero work would see a further 60% carbon reduction (from 2023 base year) on the college's existing carbon emissions.

# Thank you



**Holy Trinity Secondary School:**  
**NZCiO Refurbishment pathfinder**

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# Holy Trinity Secondary School

The Holy Trinity school rebuild, part of the DfE's SRP (School Rebuilding Programme)

- Located West Sussex
- Majority of existing Buildings demolished
- New Teaching Block to consolidate and replace aged buildings.
- One existing building to be retained was proposed to be refurbished and upgraded to be NZCiO (net zero carbon in operation) to DfE standards.

## The design team:

Architect: Jestico + Whiles

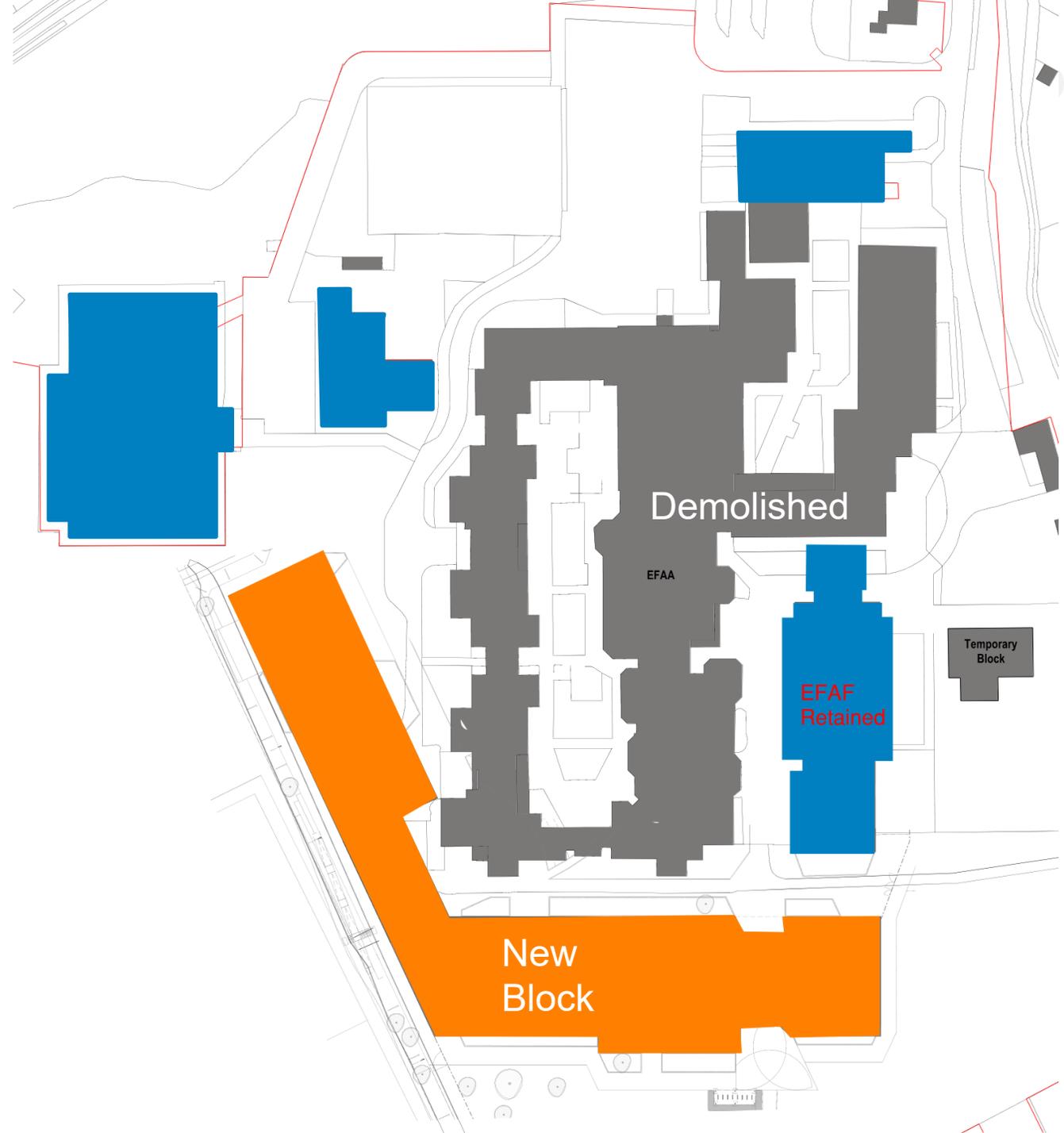
Contractor: Bouygues

Structures & Civils: Cundall

Services: Cundall

Sustainability: Cundall

Currently closing out RIBA stage 4.



# Retained Block - EFAF

- Circa 1,360 m<sup>2</sup> Specialist teaching block
- Early 2000's construction
- Natural ventilation by openable windows (on 100mm restrictors) and H/L turrets
- Radiator heating
- Fluorescent lighting within 600sq. lay-in-grid

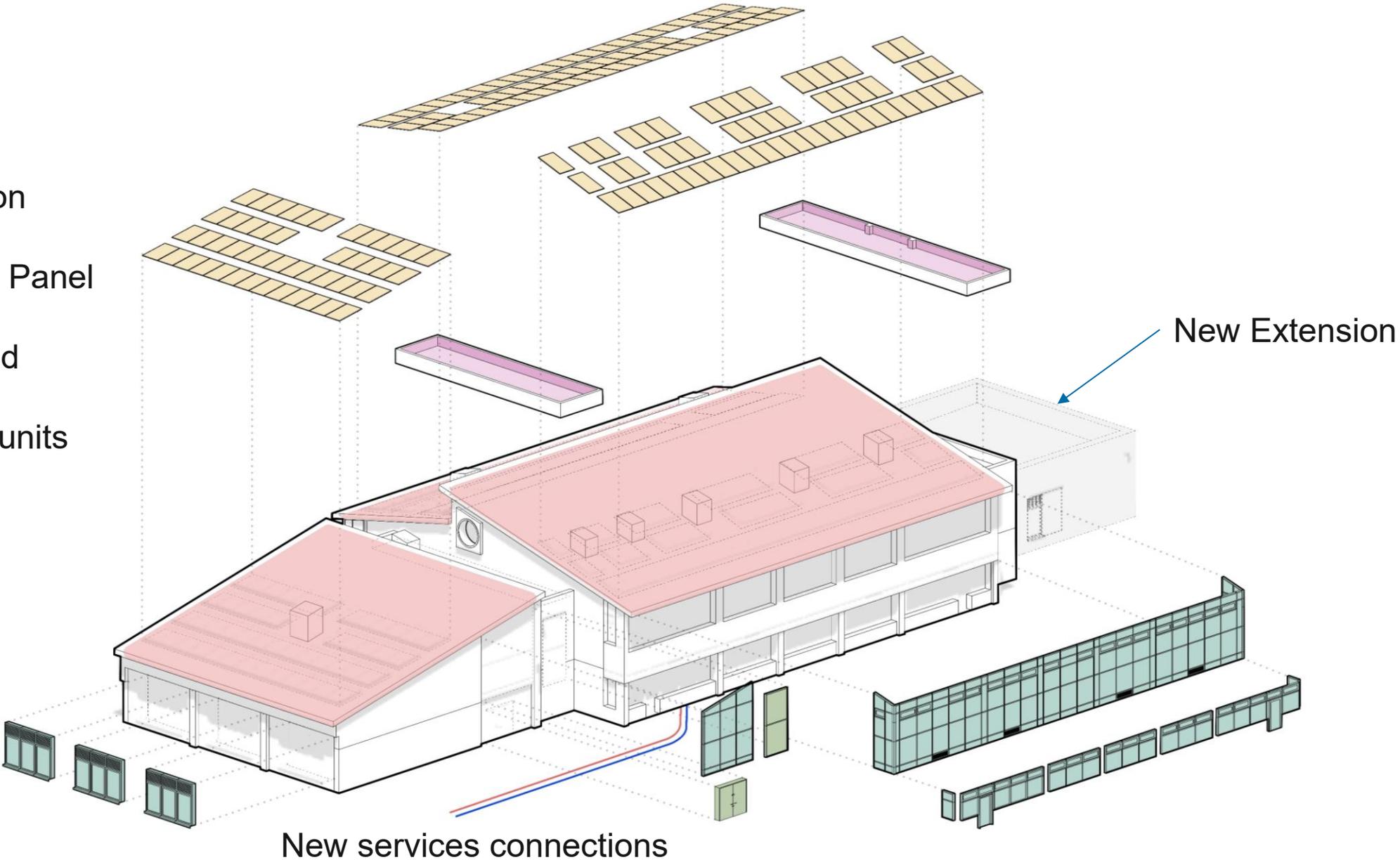
## Why upgrade?

- A need to re-feed disconnected heating systems
- Lacklustre in-use feedback:
  - Poor internal learning environment
  - Poor ventilation/thermal comfort in summer
  - Poor/no controls
- Lessons learned from previous schemes: how to apply and adapt various aspects of CF21 OS to a refurbishment project
- Curtain walling near end of life – replacement alongside wider school development programme.
  - Immediately offers up a joined-up improvement to incorporate local HVRs (with automation and heat recovery)



# Refurbishment Elements

-  PV Panels
-  Soffit Insulation
-  Insulated Flat Panel
-  Double Glazed
-  Triple glazed units



New Extension

New services connections

# Embodied Carbon Overview

Embodied Carbon of School Buildings - New Build v. Refurbishment



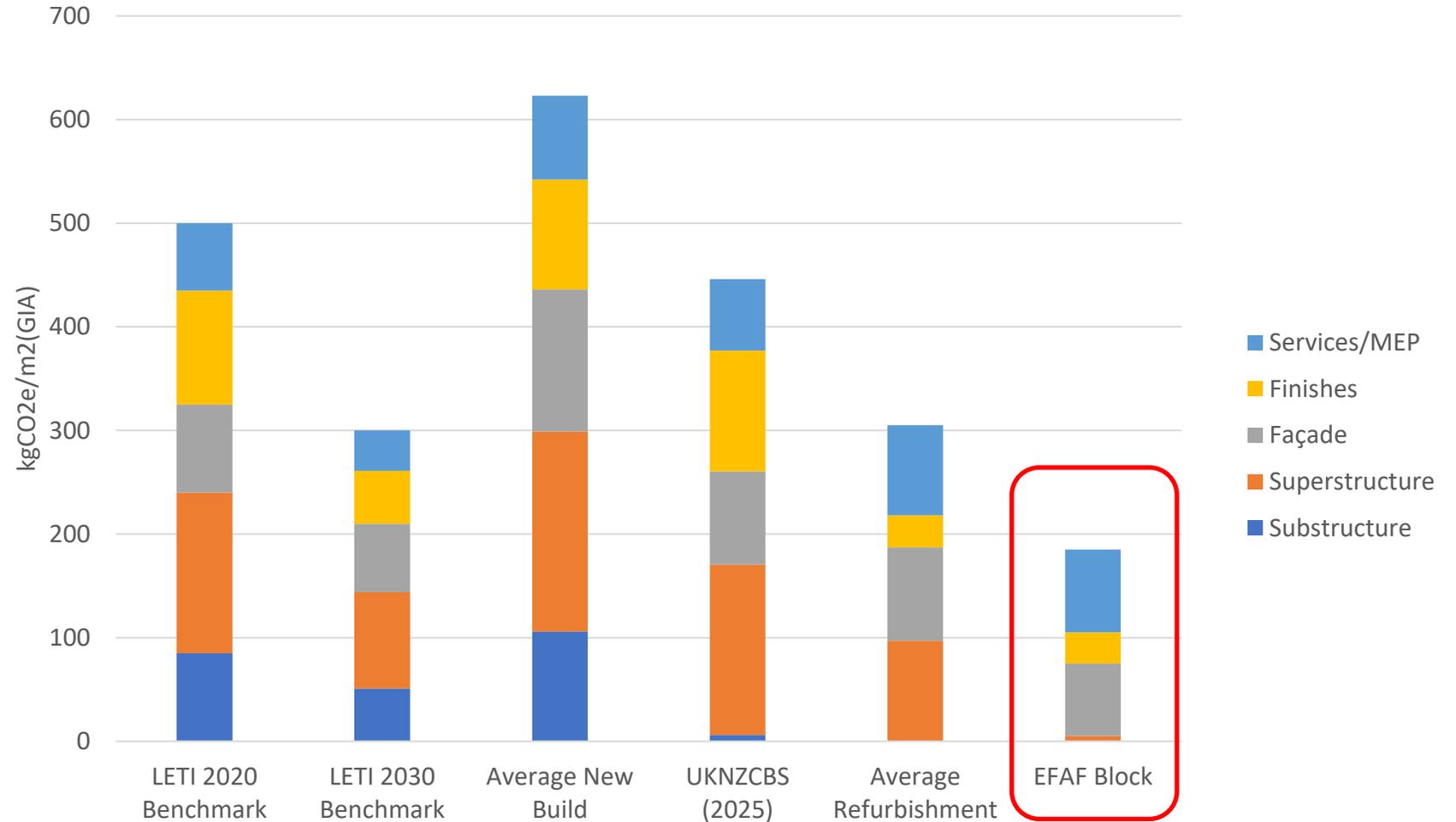
Refurbishment is estimated to achieve **~66%** reduction in embodied carbon compared to an average new build

Equivalent to:

 **82 flights from London to Hong Kong**

 **4,019,577 mugs of tea**

 **22 Average UK Carbon Footprint**



# Energy Performance – EFAF Block

Existing Building has a D rated DEC.

- Electrical energy is good; primarily small power & lighting energy
- Heating energy is poor; old gas fired LTHW fed from main building boilers

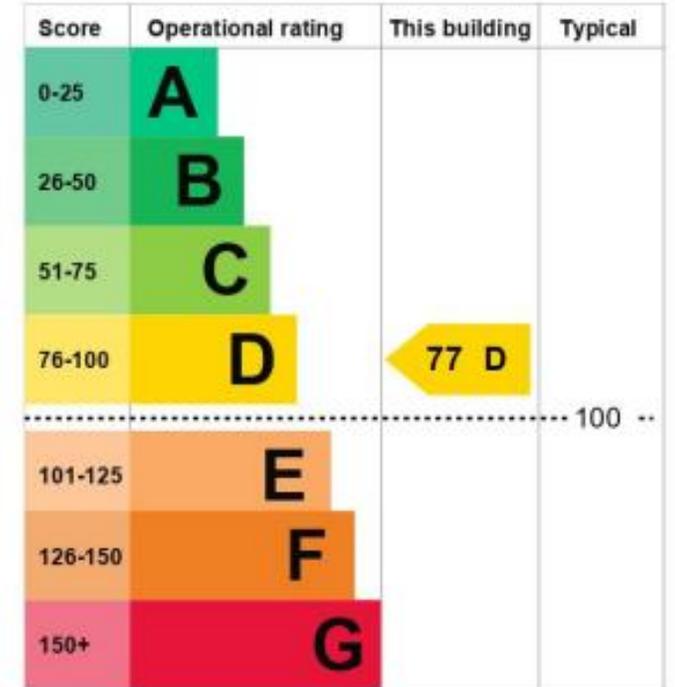
Refurbishment Scope of work (RSoW) included for new LED lighting, a new decarbonised heat source, and proposed façade replacement.

Cundall challenged the fabric improvements:

We realised that we would need to look at the breakdown of predicted heating energy to determine the priority for fabric interventions.

Element	DfE Annex 2H 2023 (Secondary)	Targeted Energy Use (kWh/m <sup>2</sup> ·yr)
Heating	8	17.0
Domestic Hot Water	5	3.8
Internal Lighting	8	6.5
Fans and Pumps	5	3.8
Cooling	0	0
Lifts	1	0.3
Building Related Services	2	2.0
External Lighting	6	N/A
Small Power	25	25
Server	0 (included in small power)	Included in small power
Catering	7	N/A
<b>Total</b>	<b>67</b>	<b>58.4</b>

## Display energy certificate (DEC)



This building's energy use		
Energy use	Electricity	Other fuels
Annual energy use (kWh/m <sup>2</sup> /year)	34.19	101.85
Typical energy use (kWh/m <sup>2</sup> /year)	40	143.40
Energy from renewables	0%	0%

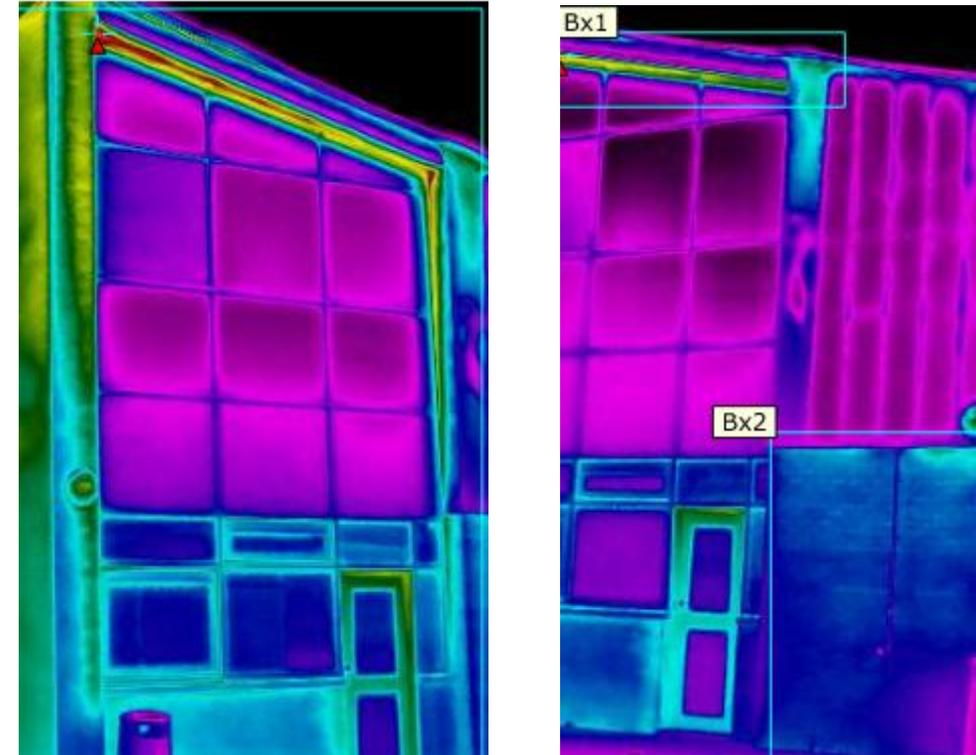
# Energy Performance – Fabric First!

## Challenging the assumptions and brief:

- Original brief looked at full fabric improvement
- Insulation levels set out in 2000 Building regulations
- Any improvements to fabric would likely be expensive and carbon intensive
- Air-tightness improvements offer biggest win
  - we are targeting 8.0, almost halving current tested value
- Curtain wall surveyed and thermal imaging used to review refurb option
  - Openable window portion is very small compared to modern standards
  - Feedback is of poor thermal comfort
  - Existing curtain walling wouldn't align with required louvres for new HVR systems

In order to find the optimum solutions we realised we needed to look beyond financial paybacks; we tested various façade improvements against

- Cost benefit
- Operational Carbon
- Embodied Carbon



Tested Air Permeability

15.32  $\text{m}^3 \cdot \text{h}^{-1} \cdot \text{m}^{-2} @ 50 \text{Pa}$

# Retrofit Options Tested



Element		Energy savings (kWh/m <sup>2</sup> /yr)	Embodied Carbon (kgCO <sub>2</sub> /m <sup>2</sup> )	Lifecycle Carbon Payback (years)
External Walls Overcladding	Sandwich Panel (U-value = 0.15 W/m <sup>2</sup> .K)	2.8	73	137
	Rainscreen (U-value = 0.15 W/m <sup>2</sup> .K)	2.8	65	122
	Insulated Render (U-value = 0.15 W/m <sup>2</sup> .K)	2.8	12	23
External Walls Full fill cavity	Blown EPS Beads (U-value = 0.38 W/m <sup>2</sup> .K)	0.7	6	45
	Blown Mineral Fibre (U-value = 0.38 W/m <sup>2</sup> .K)	0.7	1	12
	Expanding Foam (U-value = 0.38 W/m <sup>2</sup> .K)	0.7	16	127
External Walls Full fill cavity & interior	Blown EPS Beads and Interior Panels	0.7	16	122
Roof Insulation between rafters	Rockwool Insulation Board	10.6	34	18
	Recycled insulation	10.6	16	8
Glazing Replace	Triple-glazed; Timber/ Aluminium frame (U-value = 0.62 W/m <sup>2</sup> .K)	23.7	19	5*
	Triple-glazed; Aluminium frame (U-value = 0.79 W/m <sup>2</sup> .K)	23.7	22	5*
	Double-glazed; Timber frame (U-value = 1.20 W/m <sup>2</sup> .K)	22.3	22	6*
	Double-glazed; Aluminium frame (U-value = 1.20 W/m <sup>2</sup> .K)	22.3	15	4*
	Double-glazed; Aluminium frame (U-value = 1.50 W/m <sup>2</sup> .K)	21.5	22	6*

\*NOTE: window carbon payback significantly reduced by air tightness & thermal bridge improvements. Otherwise, payback estimated at 10-15 years.

# Retrofit Options Tested



Element		Energy savings (kWh/m <sup>2</sup> /yr)	Embodied Carbon (kgCO <sub>2</sub> /m <sup>2</sup> )	Lifecycle Carbon Payback (years)
Mechanical	Air Source Heat Pump	33	43	8
	Ground Source Heat Pump	41	54	7
	Mechanical Ventilation with Heat Recovery	15	43	5
Electrical	LED lighting	8	4	3
	Rooftop solar PV panels (PV area of 461 m <sup>2</sup> )	17	60	19

## Notes:

- Energy savings from fabric upgrades account for a 22 kWh/m<sup>2</sup>/yr reduction in operational energy linked to infiltration improvements
- Calculations assume a carbon factor of 0.19 kgCO<sub>2</sub>/kWh.
- Air tightness makes up significant proportion of estimated improvement from building fabric enhancement
- Cavity-fill insulation option has minimal impact on improving air tightness. Potential negative side effects of cavity insulation.
- Likely thermal bridging issues for glazed façades and roof should be considered.

# Curtain Wall: Embodied Carbon Options



## Glazing

- Typical (4mm): 11 kgCO<sub>2</sub>e/m<sup>2</sup>
- Low Carbon, 64% recycled glass: 6.6 kgCO<sub>2</sub>e/m<sup>2</sup>

## Design options

- Alternative materials in spandrel panels.
- Deeper facade depth to maximise efficient profiles and minimise aluminium content.
- Explore timber composite systems for punch windows.

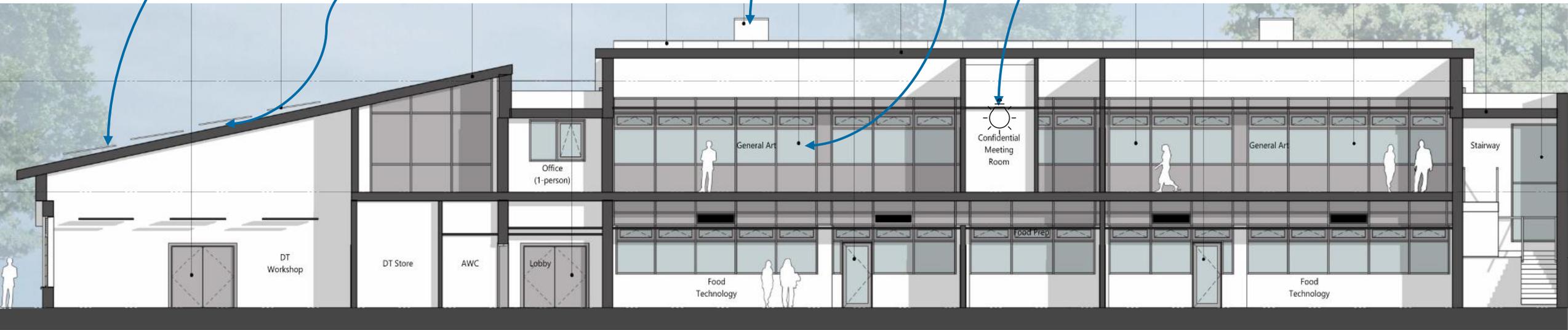


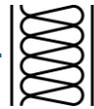
## Aluminium

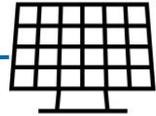
### Billet options:

- 85% Post consumer recycling: 1.2 kgCO<sub>2</sub>e/m<sup>2</sup>
- 65% Post consumer recycling: 2.9 kgCO<sub>2</sub>e/m<sup>2</sup>
- EU Average: 6.7 kgCO<sub>2</sub>e/m<sup>2</sup>

# The design so far



 Additional insulation added under existing roof

 Retro fit of PV panels

 Re-use vent turrets, increase faced openable areas

 Curtain Walling and majority of windows replaced

 All LED + Automatic controls

Energy Use Intensity Target: 50.4 kWh/m<sup>2</sup>/annum

Embodied carbon ~210 kgCO<sub>2</sub>e/m<sup>2</sup>

 Heating: Wet heating fed from new GSHP

 Improved HVAC controls and metering

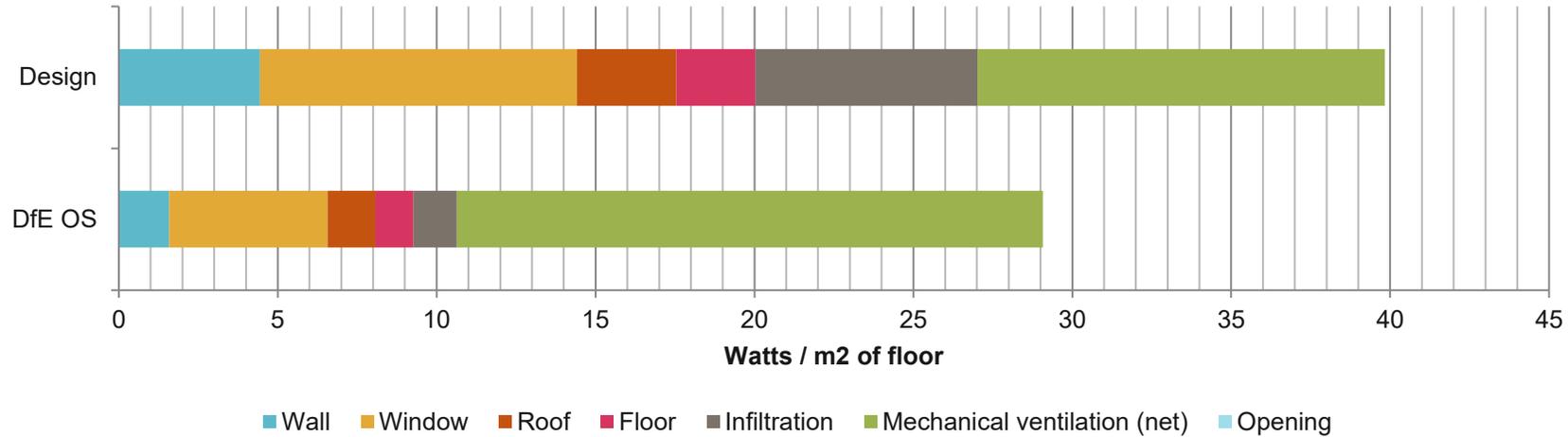
**CUNDALL**

# The design so far – Fabric performance



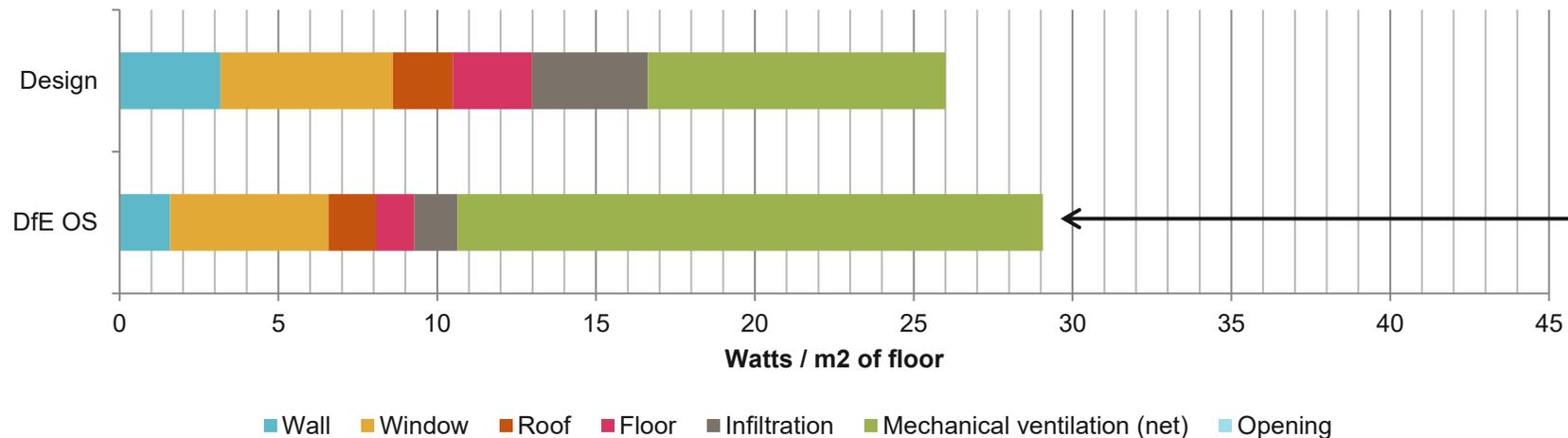
Before

## Heat Losses



After

## Heat Losses



Note: DfE OS assumes 100% nat.vent with no heat recovery

# Summary

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- Energy use intensity (EUI) target: 58.4 kWhr/m<sup>2</sup>/annum – better than new build OS
- New Photovoltaic panels on roof to offset 100% of EUI
- Simple fabric improvements directed by lowest embodied carbon payback period
  - target heat losses of circa 26 W/m<sup>2</sup> is below overall OS benchmark
- Embodied carbon of proposed interventions is circa 210 kgCO<sub>2</sub>e/m<sup>2</sup> – better than LETI 2030 benchmark
- Improved window design + HVR units provides improved window free area, better background ventilation, and improved summer thermal comfort.
- Key lessons:
  - evaluate the existing performance - understand the building,
  - optioneering: test and model various options – look at ‘low hanging fruit’ first
  - Apply sensible solutions - target the best performing improvements with the lowest EC