



Metanoia Institute

Enterprise and Innovation

Strategy 2023-2028

Enterprise and Innovation Strategy

Section A: Introduction, Context, and Scope

Metanoia Institute is a leading international provider of psychotherapy, counselling, psychological therapies and related education. Our programmes span levels 3-8 including degrees at undergraduate, postgraduate, and doctoral levels. They are designed to deliver inclusive, purposeful and impactful education to transform the lives of our students, enhance society and contribute to the national and international mental health landscape.

Our educational ethos is grounded in:

- **Innovation** in teaching, professional practice, and service delivery.
- **Collaboration** across sectors, communities, and professional bodies.
- **Inclusion**, ensuring equitable access to learners from all backgrounds and
- **Enterprise**, fostering sustainable, socially responsible graduates who make a tangible difference in their professions and communities.

Central to our vision is the cultivation of a culturally responsive, inclusive, and highly skilled psychological workforce. We are committed to ensuring that therapy is accessible to all sectors of society, using innovation to foster positive, long-term change.

Through our combination of academic rigour, research-led teaching, and practical knowledge exchange, we aim to create pathways that broaden access to underrepresented groups and open up new markets. Our commitment to enterprise and innovation is intended to support employability, help shape a diverse workforce and deliver psychological support that resonates with the communities we serve. By partnering with employer networks, alumni, membership bodies, and professional organisations, we aim to actively promote awareness and application of psychotherapy and counselling, support community impact as well as help build sustainable and impactful professional careers for our graduates.

This Enterprise and Innovation Strategy should also be seen to be inter-connected with and support, other key institutional strategy/framework review and development including but not limited to:

- 1) Education Strategy
- 2) Learning, Teaching and Assessment Strategy.
- 3) Portfolio Development Strategy.
- 4) Student Experience Strategy.
- 5) Student Engagement Strategy.
- 6) Research Informed Learning, Teaching and Practice Strategy.

- 7) Knowledge Exchange and Stakeholder Engagement Framework (including Alumni and Memberships).
- 8) Internationalisation Strategy.
- 9) Access and Participation Plan including our Admissions policy.
- 10) Equality, Diversity and Inclusion (EDI) Strategy
- 11) People and Culture Strategy (including professional and learning development policy).
- 12) Marketing and communications strategy.
- 13) Digital Transformation Strategy.

Section B: Institutional Strategic Aims

This Enterprise and Innovation Strategy informs the work of the Institute's enterprise and innovation endeavours across all its constituent departments and articulates our Institutional mission, values and Strategic Plan in this area. Our Values (Community, Inclusion, Openness, Responsibility, Challenge and Growth) inform the operation and implementation of our key strategic pillars which in turn shape our strategic objectives for enterprise and innovation.

Each component of the Enterprise and Innovation Strategy that follows identifies its alignment with these Institutional Strategic pillars.

Pillar 1 Inclusion (I)

Pillar 2 Innovation (IN)

Pillar 3 Intelligence led (ITG)

Pillar 4. Sustainability (S)

Section C: Enterprise and Innovation Strategy Components

1. Enhance Organisational Capacity and Long-Term Sustainability

Objective:

To build a sustainable, resilient, and inclusive organisation that achieves long-term impact in psychotherapy, psychological therapies, and allied health education while maintaining financial stability and operational excellence.

Actions: We will seek additional revenue streams through: -

- office for Students approval of an Institute Access and Participation Plan (APP) which will provide the opportunity to raise additional revenue through undergraduate tuition fees.
- expansion of our online offer, through development of a virtual campus.
- internationalisation of the Institute education offer.
- exploring potential for franchising and/or multi-site delivery.
- developing new pathways into these professions.
- employer funded training places.
- recruit to train, salaried training programmes.
- tendering for statutory sector workforce education and service delivery contracts.
- grants.
- sponsorships
- donations and legacies.
- paid counselling and psychotherapy.
- development of corporate partnerships, philanthropic relationships to fund scholarships and community-based initiatives and
- exploring third stream income opportunities allied to education (e.g. employer targeted credited courses).

Inclusive Culture: we will foster an inclusive and equitable culture, reflecting diverse student and staff backgrounds. This will focus on well-being and professional development. We will support underrepresented groups to achieve leadership roles in the organisation.

Alignment to Strategic Aims:

- **Inclusion:** promote equity in staff and student opportunities.
- **Innovation:** leverage partnerships and technology to ensure agility and adaptability.
- **Intelligence-led:** data-driven decisions for long-term viability.
- **Sustainability:** diversify income streams and support professional development to ensure resilience and growth.

2. Expand Research and Knowledge Transfer

Objective:

to position Metanoia Institute as a leader in inclusive, innovative and socially relevant research in psychotherapy, counselling, and psychological therapies, with a focus on Equality, Diversity and Inclusion (EDI).

Actions:

- **Inclusive and Socially Relevant Research:** prioritise key mental health research areas such as trauma-informed care, diversity in therapy, digital mental health interventions and personalised practice. Specific focus will be given to underrepresented and marginalised communities.
- **Collaboration:** build interdisciplinary research teams with expertise across public health, technology, and mental health. Partnerships with universities, mental health organisations, and international bodies will support knowledge exchange and innovation.
- **EDI in Research:** embed EDI principles into research projects by striving for diverse representation within research teams and addressing systemic inequalities in access to mental health services. Create partnerships with community groups and other stakeholders to co-produce research that directly impacts underserved populations.

Alignment to Strategic Aims:

- **Inclusion:** address mental health inequalities with diverse, representative research teams.
- **Innovation:** focus on digital health and trauma-informed care.
- **Intelligence-led:** conduct evidence-based research that informs our training and curriculum.
- **Sustainability:** develop long-term partnerships to sustain research impact.

3. Strengthening Community Engagement and Impact

Who Are Our Communities?

Metanoia Institute aspires for deep connectedness to:

- **students, staff and alumni both nationally and internationally**, reflecting a broad spectrum of identities and experiences,

- **local communities in West London** and broader UK regions, particularly those with lived experience of mental distress, whether having used therapy provision or having encountered barriers to doing so.,
- **marginalised and underrepresented groups**, including those from lower socioeconomic backgrounds, minoritised communities, and individuals facing mental health disparities and intersecting marginalisation,
- **schools, healthcare providers, local authorities, third-sector organisations, employers, allied professionals, mental health policy makers and wider stakeholders** (both locally and nationally) collaborating to address community mental health needs.
- **collaborative partners**, nationally and internationally, from other universities, professional bodies or businesses who recognise their corporate social responsibilities (CSR).

Our Ambitions for Our Communities:

We are committed to empowering communities through accessible psychological support and education. Over the next five years, we aim to do the following:

- **expand our low-cost clinics**, online counselling and community-based mental health services to provide more accessible services to diverse populations. Secure funding for these initiatives through grants and partnerships, ensuring the Institute remains inclusive and responsive to community needs.
- **build community partnerships** to co-create mental health interventions tailored to local needs,
- **promote mental health literacy**, reducing stigma, supporting resilience and improving access to services through awareness campaigns, particularly in underserved populations. We will collaborate with local organisations to deliver mental health workshops tailored to diverse needs.
- **foster leadership roles** within communities, where graduate champions advocate for broader access to psychological therapies.
- **professional and policy advocacy**. Working closely in partnership with community organisations, Integrated Care Boards and Local Authorities to help shape mental health services and policies that prioritise inclusion and representation of marginalised groups, advocating for systemic changes in mental health provision at regional and national levels with professional and statutory regulatory bodies, government, third sector organisations, the NHS and education.

Access and Participation Plan

We will produce an Access and Participation Plan which will be submitted to the Office for Students (OfS). This is an evidence-based intervention strategy promoting greater equality of opportunity for students from disadvantaged backgrounds throughout all our activities. The plan will be implemented over four academic years 2026 - 2031 and will incorporate an evaluation strategy to assess the efficacy of interventions, with findings contributing to ongoing Access and Participation initiatives.

Alignment to Strategic Aims

- **Inclusion:** we will reach out and link to underserved populations to offer accessible and affordable mental health services.
- **Innovation:** we will develop digital and low-cost service models to expand our reach and reduce barriers to care.
- **Intelligence-led:** we will make concerted community engagement efforts driven by data on mental health needs and service accessibility.
- **Long-term Sustainability:** we will strengthen community partnerships and strive to secure funding to ensure sustained impact and service delivery.

4. Drive Innovation in Training and Practice

Objective

To lead the field in developing innovative, inclusive, and future-focused training programmes in psychotherapy, psychological therapies, and allied health professions.

Actions

- **Technological Integration:** incorporate emerging technologies (e.g., Artificial Intelligence (AI), Virtual Reality (VR), and digital simulations) to enhance student learning and future practice.
- **Inclusive Curriculum:** regularly update our curricula to reflect the latest developments in mental health practice, research and theory, with an embedded focus on EDI principles. Collaborate with students, alumni and community stakeholders to ensure curriculum relevance so that graduates are robustly prepared for practice as an inclusive workforce.

- Flexible, modular education: Develop our education offer to align with the planned Lifelong Learning Entitlement (LLE) to enable our students, alumni and staff to develop new skills and gain new qualifications in flexible and manageable ways at a time that is right for them.

Alignment to Strategic Aims:

- **Inclusion:** create curricula that reflect and relate to diverse client and student needs.
- **Innovation:** utilise cutting-edge technologies and approaches to learning, teaching, research and knowledge exchange and cross and multi-disciplinary approaches within the context of counselling and psychotherapy.
- **Intelligence-led:** curriculum development driven by evolving market and mental health trends.
- **Sustainability:** equip graduates with the skills to enter and face future professional challenges.

5. Enhancing Employability and Innovation

Broadening Employability and Graduate Outcomes

Equip graduates with the skills and mindset to lead fulfilling professional lives, fostering innovation and inclusion. Our focus on employability will ensure that graduates gain entrepreneurial, technological and leadership skills essential for success in health and psychological professions. This includes:

- **embedding professional entrepreneurship** across all programmes focusing on professional leadership, innovation and enterprise skills focused on real world projects and partnerships with external organisations.
- **developing digital and practical enterprise skills** for future career autonomy, with a focus on digital and emergent technologies such as teletherapy.
- **providing targeted support for underrepresented students** through mentorship, scholarships, and professional networks and
- **offer flexible learning pathways** such as part-time and modular courses to support a diverse student body.

Expanding Our Clinics and Services in 5 Years

- **Low-Cost Community Clinic (MCPS)**
Over the next five years, we aim to develop MCPS further as a **national model** for an accessible, community-based and evidence-based service, expanding outreach to isolated and marginalised groups through online and teletherapy. The clinic will

continue to integrate data from client self-report outcome and experience data to refine service delivery.

- **School Counselling Service (H4Y)**

H4Y will expand its reach across London schools, incorporating innovative, culturally sensitive practices such as trauma-informed care.

Alignment to Strategic Aims:

- **Inclusion:** focus on supporting underrepresented students with entrepreneurship opportunities.
- **Innovation:** integrate digital tools and real-world problem-solving in our professional education.
- **Intelligence-led:** use data on graduate success and market demands to inform our professional educational offer.
- **Long-term Sustainability:** equip graduates with professional entrepreneurial skills to support their professional autonomy as well as Metanoia Institute's reputation.

6. Social Responsibility and Sustainability

As an **educational charity**, we are committed to:

- **developing socially conscious graduates** committed to equity and environmental responsibility in their professional roles.
- **ensuring that our clinics embody these principles** by offering accessible, equitable, and sustainable support to the various communities we serve and
- **sustainable practices** in teaching, learning, and community services by reducing our environmental footprint through digital platforms and sustainable clinic operations.

7. Developing Relationships with Alumni and Members

We aim to foster lifelong relationships with our alumni and members, promoting ongoing engagement across their careers:

- **establish an Alumni and Professional Development Network** offering continuous learning, mentorship, and access to exclusive professional resources.
- **invite alumni to co-create training and curriculum development** to ensure relevance and innovation and

- **support policy advocacy efforts and entrepreneurial ventures** that promote inclusive mental health services within member and alumni communities.

8. Foster Strategic Partnerships and External Collaborations

Objective

Develop partnerships to foster innovation, expand Metanoia Institute's influence, and create new opportunities for our students, staff, and communities.

Actions:

- **Expanding Partnerships**

We will build close ties with professional and accrediting bodies, industry partners and international organisations to promote knowledge exchange and transfer, research collaboration and student placements. We will collaborate with corporate partners to ensure Metanoia graduates possess the skills required for ongoing professional success.

- **Innovation Hub**

Promoting our enterprise endeavours, we will establish an Innovation Hub within Metanoia Institute to incubate student and staff projects, fostering innovation in counselling models, education, research and technologies. We will encourage collaborative projects with external stakeholders to address key challenges in mental health care through the development of our special interest research and innovation groups as part of Metanoia's contribution to national/international developments in the field

Alignment to Strategic Aims

- **Inclusion:** our partnerships will focus on inclusive, accessible innovation.
- **Innovation:** we will seek to develop new counselling models, adaptations and tools through collaboration.
- **Intelligence-led:** our partnerships and collaborations will be informed by data on societal, professional and community needs.
- **Long-term Sustainability:** we will strive to develop strong and lasting partnerships to help ensure ongoing support for innovation and growth.

Conclusion

This **Enterprise and Innovation Strategy** has been aligned to the seven **Knowledge Exchange Framework** (KEF) areas of activity:

- **Research partnerships**
- **Working with business**
- **Working with the public and third sector**
- **Continuing professional development (CPD) and graduate startups**
- **Local growth and regeneration**
- **Intellectual property (IP) and commercialisation**
- **Public and community engagement**

It reinforces our commitment to broadening access, enhancing employability and fostering community impact. Through inclusive, innovative, and sustainable practice, Metanoia will continue to be a transformative force in mental health education, preparing its graduates to lead and serve in a rapidly evolving world.

It articulates **our** vision of **enterprise-driven impact**, ensuring that our graduates are not only skilled professionals but also **socially responsible leaders** who contribute to the well-being of their communities and the sustainability of mental health support across the UK and beyond.

This Strategy will be delivered through close alignment to the implementation plan in section D below. It will be continually reviewed and updated as necessary to reflect any changes needed to respond to sector changes, emerging opportunities, or strategic changes made by the Institute. Any alterations will be reviewed and approved by Academic Board and the Executive Committee with the oversight of the Board of Trustees to ensure it continues to align with the strategic plan, mission and values of the Institute.

Drafted by Dr Peter Pearce 6.10.2024