

CHARTER

DYNAMIS NETWORK ASSOCIATION

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dynamis

Foreword

Dynamis emerged from a discussion first convened in Parliament in November 2025 concerning entrepreneurship, economic participation and the changing pathways available to young people entering working life. At its centre was a relatively simple question: **how do we ensure that young people are equipped not only to compete for existing economic opportunities, but also to create them?**

Since that discussion, the question has acquired greater significance.

The transition from education into employment is taking place against a period of considerable structural change. Advances in artificial intelligence and automation are altering the composition of work; employers are reassessing workforce requirements; and there is growing concern about the availability of the junior and entry-level positions through which young people have traditionally acquired experience and progressed into higher-skilled occupations.

The scale and eventual consequences of this transition remain uncertain. Predictions of technological unemployment should therefore be treated with appropriate caution. Nevertheless, evidence from several major economic institutions suggests that the potential degree of labour-market disruption is substantial.

The International Monetary Fund estimates that approximately **40 per cent of employment globally is exposed to artificial intelligence**, rising to approximately **60 per cent in advanced economies**. Exposure does not equate to displacement: in many occupations AI is expected to complement human labour and increase productivity. However, the IMF also notes that where AI is capable of performing tasks currently undertaken by workers, the technology may reduce labour demand, affect wages and hiring, and, in some cases, cause jobs to disappear.

The World Economic Forum's *Future of Jobs Report 2025* similarly anticipates significant labour-market restructuring. Based on its survey of more than 1,000 employers representing over 14 million workers, the report estimates that structural transformation could affect **22 per cent of today's jobs by 2030**. It forecasts the creation of approximately 170 million roles alongside the displacement of approximately **92 million existing jobs**, while an estimated **39 per cent of workers' existing skills are expected to be transformed or become outdated**. Significantly, 41 per cent of employers surveyed reported plans to reduce their workforce where artificial intelligence is able to automate existing tasks.

These figures should not be interpreted as evidence that employment itself is approaching structural decline. Technological change has historically generated new industries and occupations as well as eliminating others, and the World Economic Forum itself forecasts a net increase in employment over the period.

The distribution of that transition, however, is important.

There is increasing evidence that some of the occupations most exposed to automation are also those that have traditionally provided entry points into professional employment. Administrative, clerical, analytical and other junior knowledge-work functions contain significant proportions of tasks that generative AI systems are increasingly capable of performing.

This creates a particular challenge for younger workers.

In 2026, the Chartered Institute of Personnel and Development described the emerging phenomenon as the **"missing first rung"** of the career ladder: the possibility that organisations may automate tasks previously allocated to junior employees without necessarily eliminating the more senior occupations into which those positions historically provided progression.

The distinction is consequential. A reduction in entry-level employment does not merely affect the number of vacancies available at a particular point in time. It potentially affects the mechanism through which individuals acquire professional experience, develop occupational networks and accumulate the human capital required for subsequent career progression.

Some technology leaders anticipate considerably greater disruption. Anthropic chief executive Dario Amodei has suggested that artificial intelligence could eliminate as many as **half of entry-level white-collar positions**

within a relatively short period. This represents a forecast rather than an established economic consensus and should be understood accordingly. Nevertheless, its focus on entry-level work reflects a concern increasingly visible within wider labour-market research.

These technological changes are occurring alongside an existing challenge in youth economic participation.

Official UK statistics reported that **more than one million people aged 16–24 were not in education, employment or training (NEET) in early 2026**, representing approximately 13.5 per cent of the age group and an increase of around 89,000 compared with the previous year.

The International Labour Organization has identified a comparable challenge internationally. Global youth unemployment remained approximately **12.4 per cent in 2025**, while around **260 million young people were not in employment, education or training**. The ILO has specifically cautioned that artificial intelligence and automation could exacerbate difficulties for educated young people in high-income economies attempting to enter high-skilled occupations.

Taken together, these developments raise an important policy question.

Much of the existing infrastructure supporting the transition from education into economic participation is necessarily organised around access to employment. Apprenticeships, work experience, careers education, vocational training and skills development remain essential components of that system and should continue to be strengthened.

However, these interventions predominantly prepare individuals to participate in opportunities created by existing organisations.

In a labour market characterised by greater technological disruption, changing organisational structures and potentially fewer traditional entry points into some occupations, this may no longer be sufficient on its own.

A complementary approach is therefore required: one which develops the capacity of young people to **create economic opportunity as well as compete for it**.

Entrepreneurship has an important role within this framework, but it should not be understood solely as the creation of high-growth companies. Entrepreneurial capability encompasses a broader set of behaviours and economic activities: self-employment, freelancing, small-business creation, portfolio careers, independent professional practice and the development of new products, services and organisations.

Underlying these activities is the concept of **economic agency**: the capacity to identify opportunities, mobilise resources, form networks, test ideas, respond to uncertainty and create value where a predetermined occupational pathway may not exist.

My own experience illustrates why this distinction matters. I left university with an ambition to build something independently, but without the knowledge, confidence, networks or institutional support required to understand entrepreneurship as an accessible career pathway. Employment consequently represented the established and comprehensible route into working life.

It was only later that I came to understand entrepreneurship less as a particular occupational identity and more as a set of capabilities that can be developed.

For today's generation, ensuring access to those capabilities may have considerably greater economic importance.

This does not require positioning entrepreneurship in opposition to employment. The emerging labour market is unlikely to present such a binary distinction. Individuals may move repeatedly between employment, self-employment, entrepreneurial activity and portfolio careers over the course of their working lives. Indeed, technological change may make such transitions increasingly commonplace.

The policy objective should therefore be **optionality**: ensuring that young people possess sufficient knowledge, capability, networks and confidence to pursue multiple forms of economic participation.

It is from this premise that **Dynamis was established following the November 2025 Parliamentary event**.

Its purpose is to establish universities as the natural educational anchors for locally delivered entrepreneurship hubs. Around that core, colleges, enterprise organisations, employers, local and central government, employment services, finance providers and the wider business community can be connected to strengthen entrepreneurship and independent economic participation as credible, visible and supported pathways for people aged 16–30.

No single institution can achieve this independently. The challenge crosses traditional boundaries between education policy, employment policy, enterprise policy and economic development.

Dynamis therefore begins from a collaborative proposition.

The objective is not to predict the precise future of employment, nor to assume that technological disruption will inevitably result in widespread unemployment.

It is to recognise that the range of plausible labour-market outcomes has changed sufficiently that preparing young people exclusively for conventional employment represents an increasingly narrow conception of economic readiness.

If the structure of opportunity is changing, the infrastructure through which young people are prepared to participate in it must evolve with it.

That is the premise on which Dynamis was founded.

1 Purpose

Dynamis exists to strengthen the agency, economic participation and long-term career resilience of young people aged 16–30 by establishing entrepreneurial capability as a mainstream component of the transition from education into working life. It will do this through university-anchored local hubs in which education forms the core and complementary services connect into a coherent route from learning to practical action.

The organisation originated from an initiative convened in Parliament in November 2025, bringing together representatives from education, enterprise, government and business to consider how the United Kingdom could better enable young people to create businesses, economic opportunities and sustainable working lives.

Since that initial discussion, the underlying challenge has become more acute. The most recent published Office for National Statistics estimate recorded more than one million 16–24-year-olds in the United Kingdom as not in education, employment or training in the first quarter of 2026. The Government's subsequent review of young people and work has characterised the scale and persistence of youth economic inactivity as a systemic challenge rather than one attributable simply to individual preparedness or aspiration.

At the same time, the institutional context in which that challenge will be addressed is changing. The Government's emerging devolution settlement seeks to transfer greater responsibility for economic development, skills, employment and aspects of post-16 provision from central government to mayors, strategic authorities and local institutions. The stated intention is that skills provision should become more closely aligned with local labour-market conditions and that communities should have greater control over decisions affecting jobs and economic growth.

Dynamis supports this movement towards locally responsive delivery. The economic opportunities, institutions, industrial strengths and barriers encountered by a young person in Manchester, Middlesbrough, Birmingham, Cardiff or London are not identical, and an effective system must be sufficiently decentralised to recognise those differences.

However, greater devolution also creates a corresponding requirement for national connectivity.

A system of increasingly devolved employment, skills and youth-support infrastructure risks fragmentation if effective models, entrepreneurial opportunities, institutional knowledge and networks remain confined within individual places. The purpose of Dynamis is therefore not to reproduce local provision at national

level, but to provide a national connective structure for locally delivered, university-anchored entrepreneurship hubs that can collaborate, learn from one another and access wider opportunities.

> **National coordination. University-anchored local hubs. Education at the core. Connected pathways into action.**

Dynamis seeks to place universities, working closely with further-education institutions, at the centre of local entrepreneurship hubs. Youth Hubs and employment providers, local and combined authorities, enterprise-support organisations, employers, entrepreneurs, investors, finance providers and policymakers should then be connected around that educational anchor as contributors to a shared pathway into entrepreneurial forms of economic participation.

Its role is to strengthen the connective tissue between these institutions: identifying effective practice; facilitating knowledge exchange; improving referral pathways; widening access to entrepreneurial networks and opportunities; developing evidence; reducing duplication; identifying gaps in provision; and providing a collective national voice for young people pursuing entrepreneurial and non-linear forms of working life.

This objective rests upon a broader analysis of the changing labour market.

Apprenticeships, work experience, technical education, careers guidance, skills development and employment support remain essential components of youth policy. Dynamis strongly supports their expansion and improvement. The Government's increasing emphasis on locally designed technical education and training represents an important response to changing labour-market requirements.

They cannot, however, constitute the entirety of the response.

The conventional transition from education into employment has historically been organised around a relatively linear model: education is followed by entry-level employment, the accumulation of occupational experience and progressive advancement through an organisation or profession. That model will remain important, but it should no longer be assumed to describe the entirety of a young person's working life.

Technological change, particularly the increasing deployment of artificial intelligence and automation, is changing both the composition of work and the organisational processes through which work is undertaken. Current government policy itself increasingly acknowledges that artificial intelligence will both alter existing occupations and create new forms of economic activity.

This creates both risk and opportunity.

Junior and early-career positions have traditionally performed an important developmental function. They allow individuals to acquire experience, professional judgement, networks and occupational knowledge. Where elements of junior work are automated, augmented or reorganised, it is insufficient to respond solely by seeking to make a larger number of young people more competitive for a potentially changing pool of conventional positions.

Policy must also consider how young people can become **creators and participants in new economic activity**.

Dynamis consequently adopts a deliberately broad definition of entrepreneurship, aligned with the European Commission's EntreComp Entrepreneurship Competence Framework.

Entrepreneurship is not treated solely as the act of establishing a high-growth startup, nor as an occupational category restricted to individuals who identify themselves as founders. It is understood as a transversal capability through which individuals and groups act on opportunities and ideas, mobilise personal, social, material and financial resources, and convert those opportunities into financial, social or cultural value for others.

These capabilities can be expressed through many forms of working life: business formation, self-employment, freelance and independent professional work, consultancy, social and creative enterprise, technology-enabled microenterprise, participation in early-stage companies, collaborative ventures and commercial activity developed alongside conventional employment.

Increasing attention must also be given to **portfolio careers and income diversification**.

The working life of the future may not always be defined by a single occupation, a single employer or a single source of income. An individual may move repeatedly between employment, independent work and enterprise, or undertake several simultaneously. Employment may coexist with consultancy; professional expertise may generate freelance income; a digital product or small enterprise may operate alongside salaried work; and periods of business ownership may be followed by employment and subsequently by further entrepreneurial activity.

Dynamis therefore does not seek to establish entrepreneurship as an alternative to employment. It seeks to challenge the assumption that employment and entrepreneurship constitute mutually exclusive categories.

The relevant policy question is increasingly not simply **"How do we help a young person obtain a job?"**, but **"How do we equip a young person to participate productively in an economy in which employment, enterprise and independent economic activity may coexist throughout a working life?"**

This distinction has significant implications for education, careers guidance and employment support. Young people require not only occupational skills, but the capacity to identify opportunities, build professional networks, understand markets, generate income, test ideas, collaborate, use emerging technologies productively and adapt as economic circumstances change.

Artificial intelligence strengthens the case for this broader approach. The same technologies capable of reorganising established forms of work can reduce the cost of creating new ones. Software development, research, administration, communications, design, marketing and access to markets can increasingly be undertaken by individuals and small teams with considerably less organisational infrastructure than would previously have been required.

The policy challenge is therefore not solely defensive—protecting young people from labour-market disruption—but developmental: ensuring that a substantially larger proportion of the population possesses the capability to make productive use of the economic possibilities created by technological change.

This is also the conceptual basis of **Dynamis** itself.

In Aristotelian philosophy, *dynamis* denotes potentiality or capacity: the possibility inherent within something before that potential has been converted into activity or actuality. Dynamis adopts this concept in a contemporary economic and social context.

Its concern is **latent human potential**.

Talent, creativity, knowledge and entrepreneurial capacity exist throughout the population, but the ability to translate those capacities into economic participation is unevenly distributed. Access to networks, confidence, knowledge, finance, institutional support, role models and opportunity can determine whether potential remains latent or becomes productive activity.

The purpose of Dynamis is therefore not simply to produce more startup founders.

It is to increase the proportion of young people who are able to recognise and realise their economic potential.

For some, that will result in the creation of companies. For others, it will result in self-employment, portfolio working, participation in early-stage ventures, independent professional activity or the creation of additional sources of income. For many, entrepreneurial capability will strengthen their effectiveness within conventional employment as well.

Dynamis seeks to develop the institutional conditions within which this potential can be realised: connecting local ecosystems nationally; widening access to people, knowledge and opportunity; strengthening entrepreneurial capability; developing evidence about emerging forms of working life; and ensuring that entrepreneurship is represented within the national debate on education, skills, employment and economic participation.

Its long-term objective is a United Kingdom in which a young person leaving education is not presented with an implicit binary choice between securing conventional employment and becoming economically inactive.

Instead, young people should understand that economic participation can take multiple forms; possess the agency and capability to navigate between them; have access to the institutions and networks necessary to pursue them; and possess substantially greater capacity to create economic opportunity for themselves, for others and for the places in which they live.

In this sense, Dynamis is concerned with the conversion of latent human potential into economic agency.

2 Vision

Dynamis envisages a United Kingdom in which young people aged 16–30 are equipped to participate productively in an economy where the supply and structure of traditional entry-level work may be permanently altered by technology.

Our vision is for entrepreneurship, in its broadest sense, to become a mainstream mechanism for economic participation, innovation and job creation. This includes not only the formation of conventional businesses, but the identification of unmet needs, the development of new services, the creation of new markets and the emergence of entirely new forms of work and industry.

The future cannot depend solely on increasing headcount within existing organisations. Where established sectors are unable to generate sufficient opportunities, economic growth will increasingly depend upon individuals and groups identifying gaps, developing better ideas and creating new sources of value.

Dynamis therefore seeks a future in which young people are prepared not only to enter the economy as employees, but also to shape it: creating businesses, industries, collaborations and forms of economic activity that generate opportunity for themselves and for others.

In this future, entrepreneurial capability is treated as an essential component of national economic resilience, helping to create a more productive, adaptable and prosperous population in the face of technological and structural change.

3 Mission

Dynamis' mission is to build and coordinate a national network of university-anchored entrepreneurship hubs that enables more young people aged 16–30 to develop entrepreneurial capability and pursue entrepreneurial careers.

We will support universities to act as the educational anchors and principal convening institutions for these hubs, bringing colleges, employment providers, enterprise organisations, employers, entrepreneurs, finance providers and policymakers into a connected local framework.

Dynamis will pursue this mission through four principal areas of work.

3.1 Convene

We will create a national membership network through which organisations working with young people can collaborate, exchange knowledge, identify gaps in provision and develop shared approaches to entrepreneurial career development.

Dynamis will convene members through working groups, policy forums, roundtables, events and national networking activity.

3.2 Connect

We will improve young people's access to the networks that enable entrepreneurial activity.

This will include connecting young people with founders, potential co-founders, collaborators, mentors, early-stage businesses and other relevant opportunities.

Through **People Need People**, Dynamis will develop networking environments specifically designed to make professional and entrepreneurial networks more accessible to young people who may not otherwise have access to them.

3.3 Develop

We will support practical and applied entrepreneurial learning and use EntreComp as the shared reference architecture for an Entrepreneurship Roadmap through which members can describe, map and strengthen the entrepreneurial competences being developed.

This includes the capacity to identify and shape opportunities, build confidence and motivation, mobilise people and resources, understand finance, act under uncertainty, collaborate, plan, experiment and learn through experience. Dynamis will also support the productive use of emerging technologies within these value-creating activities.

Dynamis will work with universities, specialist organisations and practitioners rather than seeking to replace existing high-quality provision. The purpose of the Entrepreneurship Roadmap is not to impose a single curriculum, but to connect education, capability development, networks, mentoring, finance, business support and practical opportunities into a pathway that is visible, navigable and collectively more complete.

3.4 Represent

Dynamis will develop an evidence base concerning early entrepreneurial careers and provide a collective voice for the organisations and young people operating within this emerging field.

We will conduct and commission research, share effective practice, contribute to public consultations and engage constructively with government on matters relating to youth employment, enterprise, skills, economic participation and the future of work.

Through these activities, Dynamis will seek to ensure that entrepreneurship and entrepreneurial careers become a more established component of national discussions about how the United Kingdom prepares its young people for working life.

Our mission is ultimately practical: **to increase the number of young people who have the capability, connections and opportunity to create economic value for themselves and for others.**

4 Common Capability Framework: EntreComp

Dynamis adopts EntreComp as its principal reference framework for defining the entrepreneurial capability it seeks to strengthen. Developed by the European Commission Joint Research Centre, EntreComp treats entrepreneurship as a transversal competence applicable across education, employment, self-employment, venture creation and wider civic and economic life. Its central concern is the ability to turn opportunities and ideas into value for others.

This is closely aligned with the purpose of Dynamis. The network is not concerned only with producing startup founders. It is concerned with increasing the capacity of young people to recognise opportunity, mobilise what they need, act with agency and create value across multiple forms of working life.

4.1 The Three Competence Areas

EntreComp organises entrepreneurial competence into three interrelated areas, each containing five competences:

- Ideas and Opportunities: spotting opportunities; creativity; vision; valuing ideas; and ethical and sustainable thinking.

- Resources: self-awareness and self-efficacy; motivation and perseverance; mobilising resources; financial and economic literacy; and mobilising others.
- Into Action: taking the initiative; planning and management; coping with uncertainty, ambiguity and risk; working with others; and learning through experience.

The three areas should be understood as parts of a whole rather than as a fixed sequence or hierarchy. A young person does not need to reach the same level of proficiency in every competence. Different pathways, ambitions and forms of economic participation will require different combinations and levels of capability.

4.2 A Common Language, Not a Uniform Curriculum

Dynamis will use EntreComp as a common capability architecture across the network, not as a prescribed syllabus, accreditation scheme or single delivery model. Universities, colleges, employment services, enterprise organisations, employers, banks, investors, mentors, founders and other partners will continue to use their own methodologies and specialist approaches.

The value of a shared framework is that those different contributions can be mapped against a common set of competences. It allows a local ecosystem to see which capabilities are well supported, where gaps remain, and which organisation is best placed to provide the next form of support. It also provides a common language through which local models can be compared and effective practice can be shared nationally without requiring them to become identical.

4.3 Progression

EntreComp also provides an eight-level progression model, moving from supported discovery and exploration through experimentation and increasingly independent action, towards greater responsibility, complexity, innovation and transformation. Dynamis will use this progression model as a reference for development rather than as a rigid or linear pathway. Young people may enter the ecosystem at different points and move backwards, forwards or across competences according to need.

4.4 Outcomes and Evidence

EntreComp provides a substantial set of learning outcomes, but the framework itself cautions against simply transposing those outcomes into a universal assessment system. Dynamis will therefore use EntreComp to inform context-specific outcomes and performance indicators rather than as a one-size-fits-all measure of individual performance.

Dynamis will combine evidence of competence development with broader measures of access and participation: whether young people gain relevant networks and resources; undertake practical value-creating activity; progress into employment, self-employment, enterprise or portfolio work; generate income or other forms of value; and are better able to navigate changing economic conditions.

Framework reference: Bacigalupo, M., Kampylis, P., Punie, Y. and Van den Brande, G. (2016), EntreComp: The Entrepreneurship Competence Framework, European Commission Joint Research Centre, EUR 27939 EN.

5 Values and Principles

Dynamis is founded on a set of principles intended to guide its policy positions, partnerships, programmes and relationships with members.

5.1 Agency

Young people should be equipped to exercise greater agency over their economic futures.

Education and employment systems should prepare individuals not only to respond to opportunities created by others, but also to identify needs, initiate activity, build collaborations and create new sources of economic and social value.

Dynamis therefore places individual and collective agency at the centre of entrepreneurial career development.

5.2 Entrepreneurship is a Capability, Not a Job Title

Dynamis adopts a broad definition of entrepreneurship grounded in the EntreComp understanding of entrepreneurship as a transversal competence rather than a job title.

Entrepreneurship includes business formation, but is not limited to it. It encompasses the competences required to identify and shape opportunities, mobilise personal and external resources, work with others, act under uncertainty and turn ideas into financial, social or cultural value.

These capabilities are relevant to founders, employees, freelancers, consultants, portfolio professionals, social entrepreneurs and individuals pursuing combinations of these pathways.

Dynamis will therefore promote entrepreneurial thinking as a widely applicable capability rather than as an identity reserved for a particular type of founder.

5.3 Additional Pathways, Not Replacement Pathways

Entrepreneurship should complement employment, apprenticeships, vocational training and further study.

Dynamis does not seek to privilege one form of economic participation over another. It seeks to ensure that entrepreneurial and portfolio careers are given appropriate visibility, infrastructure and support alongside established pathways.

Young people should be able to make informed choices between these routes and to move between them throughout their working lives.

5.4 Opportunity Must Be Broadly Accessible

Entrepreneurial opportunity should not depend upon family background, geography, existing professional networks or prior exposure to business.

Dynamis will seek to widen access to knowledge, networks, mentorship, collaborators and practical opportunities, with particular attention to groups and communities that have historically had less access to entrepreneurial ecosystems.

> **Talent is widely distributed. Access to opportunity is not.**

5.5 People and Networks Matter

Entrepreneurial activity is rarely created in isolation.

Access to collaborators, mentors, customers, professional networks and peers can materially affect whether ideas progress into sustainable activity.

Dynamis therefore regards social capital as an important component of economic opportunity.

The principle that **People Need People** will inform the development of the network, particularly its work in matching, mentoring and convening young people and organisations.

5.6 Practical Experience Matters

Entrepreneurial capability cannot be developed through theoretical instruction alone.

Dynamis supports experiential, practical and applied approaches to learning that allow individuals to test ideas, solve problems, work collaboratively and develop judgement through participation.

Formal academic learning has an important role, but should be complemented by opportunities to learn through doing.

5.7 Evidence Before Assumption

Dynamis will seek to base its policy positions and recommendations on credible evidence, measurable outcomes and the practical experience of its members and the young people they support.

Where evidence is uncertain or contested, this should be acknowledged.

The organisation will support research, evaluation and the sharing of effective practice across the network.

5.8 Technology Should Expand Human Opportunity

Artificial intelligence and emerging technologies will change both the organisation of existing work and the possibilities for creating new forms of economic activity.

Dynamis will approach technological change neither as inherently positive nor inherently threatening.

Its concern is how technology can be used to expand human capability, productivity, entrepreneurial opportunity and economic participation while recognising and responding to the disruption it may create.

5.9 Collaboration Over Institutional Competition

The challenges affecting early careers cross institutional boundaries.

Universities, colleges, employment services, enterprise organisations, employers, government and entrepreneurs each hold different capabilities and perspectives.

Dynamis will seek to create environments in which these organisations collaborate rather than duplicate activity or compete unnecessarily.

Where an existing organisation is better placed to deliver a particular intervention, Dynamis should seek partnership rather than replication.

5.10 Independence

Dynamis will work constructively with governments of all political compositions, public bodies, businesses and other organisations while retaining an independent position.

Policy positions should be determined by evidence, the interests of the constituency Dynamis exists to serve and the collective expertise of its membership, rather than by party-political affiliation or the commercial interests of any individual member.

5.11 Outcomes Over Ownership

Dynamis exists to improve outcomes for young people and the wider economy, not to claim institutional ownership of solutions.

Where progress can be achieved through another organisation, partnership or public body, Dynamis should support that progress.

Success should be measured by changes in opportunity, participation and economic outcomes rather than by organisational visibility alone.

5.12 Long-Term Economic Value

Entrepreneurship should be considered within the wider context of national productivity, employment creation, innovation and economic resilience.

Dynamis will support activity that enables young people not simply to generate income for themselves, but where possible to create sustainable economic value, develop new markets, establish businesses and generate opportunities for others.

The ultimate objective is a more productive and adaptable economy in which the next generation is equipped to contribute to existing industries and to create the industries that follow.

6 Strategic Objectives

6.1 A University-Anchored System for Entrepreneurial Careers

Dynamis is founded on the principle that entrepreneurial education should sit at the core of a young person's pathway, but that education must connect to the people, resources and practical opportunities through which entrepreneurial competence becomes real-world activity.

Universities are the natural anchors for this system. They combine educational expertise, research capability, facilities, trusted local presence, access to young people and relationships across government, industry and civil society. Their role should extend beyond the delivery of individual enterprise programmes to the convening of a wider local entrepreneurship hub.

Around this educational core, colleges, careers and employment services, enterprise-support organisations, employers, founders, mentors, banks, investors, local authorities and community organisations should provide complementary elements of a connected pathway.

EntreComp makes visible why that connected system is necessary. Its 15 competences span opportunity recognition, personal capability, motivation, finance, networks, planning, risk, collaboration and practical learning. A university can provide the educational foundation and convening infrastructure, but the full framework requires the coordinated contribution of institutions with different forms of expertise and access.

The task of Dynamis is therefore not to require a university or any other provider to do everything. It is to organise the full competence framework around a university-anchored hub, enabling different organisations to contribute their strengths through a shared Entrepreneurship Roadmap and allowing young people to move between them without losing momentum.

A young person may receive excellent enterprise education but lack the confidence, capital or relationships required to act upon it. They may have a viable idea but no access to a co-founder, mentor, lender, investor or appropriate support organisation. They may complete a programme but have no clear pathway into the next stage of development. Equally, high-quality local organisations may deliver effective interventions while remaining disconnected from the institutions capable of helping those interventions scale.

Dynamis therefore seeks to strengthen the university-anchored infrastructure surrounding early entrepreneurial careers rather than promote any single programme or form of provision.

Each hub should normally be anchored and convened by a university, working in close partnership with further-education institutions. Employment services, enterprise organisations, local authorities, employers, banks, financial institutions, investors, mentors, founders and policymakers should operate around that anchor as connected parts of the local entrepreneurship ecosystem.

Financial institutions have a particularly important role. Banks, lenders, investors and other providers of capital can help widen access to finance, improve financial capability, support early-stage enterprise and provide the resources required to scale effective provision across the United Kingdom.

Dynamis will seek to create structured partnerships between these institutions and the organisations working directly with young people, so that access to finance and financial expertise becomes part of the pathway rather than a barrier encountered at its end.

Local organisations should continue to deliver according to the needs of their communities and areas of expertise. The hub will connect those contributions locally through the Entrepreneurship Roadmap, while Dynamis will connect the hubs nationally, identify gaps and duplication, share evidence and ensure that their collective experience informs national policy and investment.

For entrepreneurship to become a genuine career option for young people from all backgrounds, the system itself must evolve.

The objective is not simply to provide more entrepreneurship education or more startup programmes. It is to create a visible Entrepreneurship Roadmap through which a young person can move from awareness and

discovery, to recognising and shaping opportunities; from there to building confidence, networks, knowledge and financial or other resources; and then into experimentation, planning, practical activity and, where appropriate, sustainable economic participation - without repeatedly encountering disconnected institutions and unnecessary barriers.

Dynamis exists to help build that environment.

University-anchored hubs. Connected pathways. National coordination. Shared investment.

6.2 The University-Anchored Hub as the Integration Point

At local level, the natural home for a Dynamis hub is a university: an institution whose educational purpose, facilities, research capability, convening power and regional relationships enable it to provide a stable centre for entrepreneurial development. The hub should function as an integration, navigation and referral mechanism rather than as a single programme provider, gathering the wider support ecosystem around education as its core.

Each hub should map local provision against the 15 EntreComp competences and translate that map into an Entrepreneurship Roadmap. This should identify the education, experiences, networks, mentoring, business support, finance and specialist expertise available at each stage; reveal gaps in access or provision; create active referral pathways between members; and increase access to practical opportunities through which ideas can be tested and value can be created.

Different places will assemble the surrounding ecosystem differently, but the organising principle should remain consistent. The university provides the educational foundation and holds the pathway together; a mentor or peer network may strengthen self-efficacy, motivation and mobilisation of others; a bank or enterprise provider may develop financial capability; and an accelerator, employer, founder network or business-support organisation may provide routes into practical action. The hub connects these contributions around the needs and progress of the individual.

This creates a consistent national principle without imposing a uniform local programme: universities anchor the hubs; education provides the foundation; local partners contribute complementary capabilities and resources; and EntreComp provides the shared framework through which the Entrepreneurship Roadmap can be mapped, compared and strengthened. In this way, each place can reflect its own economic strengths while ensuring that young people have a coherent route from potential into action.

7 Membership

Dynamis is a national membership network for organisations and individuals committed to strengthening entrepreneurial career pathways for young people aged 16–30.

Membership is designed to bring together the institutions that influence the transition from education into economic participation, alongside the founders, practitioners and young people whose experience should inform how that system develops.

During the founding phase, membership will be free.

7.1 Organisational Membership

Organisational membership is open to institutions that contribute directly or indirectly to the development of entrepreneurial careers.

This includes:

- Universities and higher education institutions
- Further education colleges

- DWP and employment support organisations
- Youth Hubs and youth employment services
- Enterprise support organisations
- Accelerators and incubators
- Local and combined authorities
- Charities and social enterprises
- Employers
- Banks and financial institutions
- Investors and funders
- Professional services organisations
- Technology companies
- Business networks
- Organisations providing mentoring, training or founder support

Organisational members form the principal institutional constituency of Dynamis.

They will be invited to contribute to the network's research, policy development, working groups, events and collaborative programmes.

7.2 Entrepreneur and Young Person Membership

Dynamis will also provide a membership route for young founders, aspiring entrepreneurs, freelancers, portfolio professionals and other individuals aged 16–30 pursuing entrepreneurial forms of economic participation.

Their participation is essential to ensuring that policy and programme development reflects lived experience rather than institutional assumptions alone.

Individual members may contribute to consultations, advisory groups, research, networking and the design of future initiatives.

7.3 Expert and Practitioner Membership

Dynamis may also invite experienced entrepreneurs, mentors, academics, investors, policymakers and specialist practitioners to participate as individual members or advisers.

Their role will be to contribute knowledge, experience and professional expertise to the wider network.

7.4 Founding Members

Organisations joining during the establishment of Dynamis may be recognised as Founding Members.

Founding Members will have the opportunity to contribute to the development of the organisation's initial:

- governance framework;
- policy priorities;
- research agenda;
- working groups;
- membership structure;
- programme priorities; and
- long-term strategic direction.

Founding Member status recognises participation in the creation of the network and does not confer ownership of Dynamis or preferential influence over its independent policy positions.

7.5 Member Responsibilities

Membership of Dynamis is based on active participation rather than passive affiliation.

Members are expected, where appropriate, to:

- support the purpose and principles of Dynamis;
- contribute knowledge, evidence and practical experience;
- collaborate with other members;
- share effective practice;
- participate in relevant working groups or consultations;
- support referral and partnership opportunities across the network;
- where relevant, map their contribution against the EntreComp competence areas and support cross-referral where another member is better placed to address a capability or resource gap;
- contribute to improving access to entrepreneurial careers;
- and uphold the independence and integrity of the association.

Members are not required to adopt identical approaches or policy positions. Constructive disagreement and a diversity of institutional perspectives are recognised as important components of an evidence-led network.

7.6 Member Benefits

Dynamis will seek to provide members with access to:

- a national cross-sector network;
- policy and government engagement;
- research and evidence;
- working groups;
- collaborative programmes;
- partnership and referral opportunities;
- national and regional events;
- founder and mentor networks;
- shared learning and best practice;
- access to a shared EntreComp-based capability framework for mapping provision, identifying gaps and developing collaborative pathways;
- opportunities to contribute to consultations and policy development;
- and greater collective representation within national discussions concerning youth employment, enterprise, skills and economic participation.

7.7 Representation

Dynamis will seek to represent the collective interests and evidence of its membership while maintaining institutional independence.

No individual member, commercial partner or funding organisation will determine the policy position of Dynamis.

Where consensus exists, Dynamis may speak on behalf of the wider membership.

Where significant differences of view remain, those differences should be reflected transparently.

7.8 Membership and Local Delivery

Membership does not require organisations to adopt a uniform model of entrepreneurship support.

Dynamis recognises that local needs, communities and economic conditions differ substantially across the United Kingdom.

Members should retain their own identities, methodologies and delivery approaches.

Use of EntreComp and the Entrepreneurship Roadmap does not require members to redesign their programmes around a single curriculum. It provides a common reference language through which different approaches can be organised around the university-anchored hub, connected into a coherent pathway and evaluated at ecosystem level.

The role of Dynamis is to support universities in convening those organisations, strengthen the Entrepreneurship Roadmap between them and provide a national platform through which the combined experience of local hubs can influence practice, investment and policy.

7.9 Future Membership Structure

As Dynamis develops, the membership framework may evolve to include additional categories, voting rights, regional representation or formal governance responsibilities.

Any significant changes should be developed transparently with members and remain consistent with the organisation's founding purpose.

8 Governance and Independence

Dynamis will be governed in a manner designed to protect its independence, maintain the confidence of its members and ensure that its activities remain aligned with its founding purpose.

The governance model will evolve as the association develops. During the founding phase, Dynamis will operate through a proportionate structure that enables effective decision-making while preparing for more formal governance as membership, funding and activity increase.

8.1 Founding Governance Structure

During the initial establishment of Dynamis, strategic oversight will be provided through a small Founding Board or Steering Board.

Its purpose will be to:

- safeguard the mission and principles of Dynamis;
- approve strategic priorities;
- oversee financial sustainability;
- provide appropriate scrutiny of major partnerships;
- ensure that policy positions are developed independently;
- oversee risk, safeguarding and reputation;
- and guide the transition towards an appropriate long-term legal and governance structure.

The founding structure should remain deliberately small and effective.

It should not seek to replicate the complexity of a mature institution before that complexity is required.

8.2 Composition

The governing body should reflect the cross-sector nature of Dynamis.

Over time, representation should include expertise from several of the following areas:

- entrepreneurship and business creation;
- higher and further education;
- youth employment and labour-market policy;

- enterprise support;
- banking, finance and investment;
- technology and the future of work;
- local and regional economic development;
- research and evidence;
- social mobility and access;
- and lived experience of early entrepreneurial careers.

No single sector should be able to dominate the governing body.

Appointments should be made on the basis of expertise, judgement and commitment to the purpose of Dynamis rather than solely on the basis of organisational status.

8.3 Member Representation

Members should have meaningful opportunities to influence the development of Dynamis without converting the association into a body governed by individual institutional interests.

Member input will be provided through:

- Member Assemblies;
- working groups;
- consultations;
- research contributions;
- policy discussions;
- and, as the governance model develops, potentially elected or nominated member representatives.

The governing body should remain responsible for ensuring that decisions reflect the overall purpose of Dynamis rather than the preferences of the most influential or best-resourced members.

8.4 Youth and Founder Voice

Young people and early-stage entrepreneurs should have a formal route into the governance and policy development of Dynamis.

This may include a Youth and Founder Advisory Council, representation within working groups and, as the organisation develops, reserved representation within the governing structure.

The purpose is to ensure that Dynamis does not develop policy concerning young people's economic futures without meaningful participation from those directly affected.

Lived experience should inform institutional decision-making alongside professional and academic expertise.

8.5 Advisory Council

Dynamis may establish a wider Advisory Council consisting of individuals able to contribute expertise, influence and strategic insight.

The Advisory Council may include:

- senior entrepreneurs;
- academics;
- business leaders;
- former or serving public officials acting in an appropriate capacity;
- investors;
- technology leaders;
- economists;

- education leaders;
- and specialists in employment, enterprise and social mobility.

The Advisory Council will not replace the governing body and will not exercise day-to-day control.

Its role will be to advise, challenge, connect and strengthen the organisation.

8.6 Political Independence

Dynamis will operate on a non-partisan basis.

It will engage constructively with the government of the day, opposition parties, Parliament, devolved administrations, local government and public institutions where relevant to its mission.

Dynamis may support or oppose particular policies where evidence and the interests of its constituency justify doing so.

It will not endorse political parties or allow its policy positions to be determined by party affiliation.

Political engagement will be undertaken for the purpose of improving policy rather than securing partisan advantage.

8.7 Independence from Members

Membership of Dynamis will not provide an organisation with the right to determine the association's policy positions.

Dynamis may represent areas of member consensus, but it must retain the ability to reach independent conclusions.

Members may disagree with individual policy positions without losing membership solely on that basis.

Where material disagreement exists across the membership, Dynamis should represent that complexity transparently rather than suggesting consensus where none exists.

8.8 Independence from Funders and Commercial Partners

Financial support must not confer policy control.

Banks, financial institutions, technology companies, employers, foundations and other organisations may fund or support the activities of Dynamis, but funding arrangements must be structured to preserve institutional independence.

No funder should be able to:

- determine research conclusions;
- veto policy positions;
- control appointments;
- receive preferential policy treatment;
- or prevent Dynamis from commenting on matters relevant to its purpose.

Where appropriate, significant partnerships and funding relationships should be disclosed transparently.

Sponsored research should clearly distinguish between the source of funding and responsibility for findings.

8.9 Conflicts of Interest

Board members, advisers, staff and individuals participating in formal decision-making will be expected to declare relevant conflicts of interest.

A conflict may arise where an individual or organisation could derive a material commercial, financial, professional or reputational benefit from a decision made by Dynamis.

Conflicts should be recorded and managed proportionately.

Where a conflict is material, the relevant individual may be required to withdraw from discussion or decision-making.

Dynamis will maintain a formal conflicts-of-interest policy as its governance develops.

8.10 Relationship with Delivery Partners

Dynamis will seek to strengthen existing provision rather than use its convening position to unfairly compete with members.

Where programmes, contracts or funding opportunities arise, the association should consider whether delivery is more appropriately undertaken by an existing member or specialist organisation.

Any commissioning or partnership process should be transparent and based on suitability, capability and outcomes.

Membership should not automatically confer preferential access to funding or contracts.

Equally, no commercial organisation associated with the founders, governing body or advisers should receive preferential treatment.

8.11 Relationship with Commercial Ventures

Individuals involved in Dynamis may also be involved in businesses or other organisations operating within related fields.

Such relationships must be declared and managed transparently.

Dynamis must not be used primarily to generate commercial opportunities for any privately owned company or individual.

Where a related commercial organisation provides services to members or participants, the relationship should be disclosed and appropriate governance procedures followed.

Decisions should be made according to the interests of Dynamis and its beneficiaries rather than those of the related organisation.

8.12 Research Independence

Research published under the Dynamis name should meet appropriate standards of evidence and transparency.

Research should distinguish clearly between:

- established evidence;
- interpretation;
- member experience;
- projections;
- and policy recommendations.

Where research has limitations, those limitations should be acknowledged.

Dynamis should not alter research findings to accommodate political, commercial or reputational pressure.

8.13 Transparency and Accountability

As the association develops, Dynamis will publish appropriate information regarding:

- its governance;
- strategic priorities;
- principal funding relationships;
- major partnerships;

- annual activity;
- and significant policy positions.

The level of reporting should remain proportionate to the scale and legal structure of the organisation while supporting public and member confidence.

8.14 Decision-Making

During the founding phase, operational decisions will be delegated to the executive leadership of Dynamis within parameters agreed by the governing body.

Major strategic decisions should require formal approval.

These may include:

- substantial changes to purpose or mission;
- major financial commitments;
- changes to governance;
- significant commercial partnerships;
- adoption of major national policy positions;
- and decisions concerning legal structure.

As membership grows, formal terms of reference should be established for the governing body, advisory bodies and working groups.

8.15 Terms and Rotation

Once the organisation moves beyond its founding phase, governing appointments should be time-limited.

Terms should be sufficiently long to preserve institutional knowledge while allowing new expertise and perspectives to enter the organisation.

The mature governance model should avoid permanent positions based solely on founding status.

Founding the organisation should be recognised, but should not create indefinite control.

8.16 Safeguarding the Purpose

The governing body will have a particular responsibility to prevent mission drift.

As funding opportunities, partnerships and policy priorities change, Dynamis should assess new activities against a simple test:

> **Does this materially strengthen the system through which young people aged 16–30 can develop entrepreneurial competence, access the people and resources they need, and convert ideas and opportunities into value-creating activity?**

Activities that do not meet this test should not become priorities merely because funding or institutional interest is available.

8.17 Evolution of Governance

The governance arrangements described in this Charter are intended for the establishment and early development of Dynamis.

They should be reviewed as the organisation reaches defined stages of maturity, including:

- significant growth in membership;
- receipt of substantial external funding;
- employment of permanent staff;
- delivery of major public contracts;

- management of significant financial assets;
- or establishment of a formal legal entity.

At that point, the organisation should adopt governance arrangements appropriate to its scale, responsibilities and legal obligations.

The objective throughout will remain consistent: to create an organisation that is independent enough to speak credibly, representative enough to speak legitimately, and sufficiently agile to act effectively.