

Presenting a Consolidated Strategy for ECCA

1. Feedback Synthesis: What We Heard, What It Drives

Since the operating model was presented on 30 July, nine practical feedback themes emerged, each translated below:

Theme	What we heard	What it drives
1. Purpose must be unambiguous	Many named purpose drift, oscillating between “equip the industry” and “police/rank it”, as the single biggest cause of past failure.	The Declaration (3.1) states plainly that ECCA does not rank, audit or mandate. Repeated in onboarding and all member-facing copy.
2. Decarbonisation as a lever, not a mandate	Decarbonisation gives cost/business-case credibility, especially in less mature markets. The Climate Content Pledge model works, but members fear it could be read as a step toward NDC reporting obligations.	Champion function keeps decarbonisation as the credibility foundation; any recognition or pledge-style track stays opt-in and explicitly delinked from national reporting.
3. Policy connection must flex beyond NDCs	One funder-sector contact flagged the free-press/NDC risk in restrictive media environments; UNESCO and a Group of Friends contact stressed sub-national and city entry points where national government is less accessible.	The Connector function names NDCs/NAPs as one entry point among several; sub-national, city and sector-specific policy moments carry equal weight, chosen per country context.
4. Make the case for policymakers, not only for culture	The deck was one-sided: it explains what ECCA offers culture, not why a decision-maker would give up their time for it.	Each sector/regional workstream now owns a live ‘proof-points’ bank of real cases where culture-policy engagement changed a decision, refreshed quarterly and used as the invitation.

Theme	What we heard	What it drives
5. Coordinate policy-mapping centrally	There is a real risk of every workstream mapping the same policymakers separately, confusing them with duplicate asks.	The Secretariat/ECCA owns one shared policy-moments calendar that every workstream feeds and draws from — the explicit anti-silo mechanism across workstreams.
6. SteerCo needs a conflict-of-interest screen and continuity	A former ECCA insider set out concrete criteria: members should represent a real industry body, not a personal commercial interest, and warned against a full relaunch in September.	Section 3.3 sets out selection criteria -- prioritising network and sector-wide representation over single-project interest -- a declared-interest register, and a staged transition that keeps existing SteerCo members through Q1 2027.
7. Global South leadership, not just topic	The Global South isn't represented, nearly enough, among those consulted so far. We need to prioritise sectors that are strong specifically in Global South markets. A South Asia-based contact: regional scale varies too much for one engagement model (India alone ~1.5bn people vs ~615m across North America).	Minimum Global South seats reserved on SteerCo (3.3); regional engagement scaled to context, not templated; sector prioritisation weighed against regional strength, not only global market size.
8. Keep the shared platform intentional about AI	Open Planet: strong appetite for a shared-resources function; good work exists but stays siloed. Creative Migration: any AI layer must be transparent about its own footprint, not adopted by default.	Platform options (Part 6) include a published AI-use principle and a non-AI launch option.
9. Don't lose the institutional memory	A former ECCA governance co-chair flagged five years of prior documentation that must not be reinvented.	This document is cross-referenced against the live ECCA archive; a lightweight annual open consultation is proposed in 3.3, published as a simple decision timeline.

Also flagged, and worth carrying forward:

- **Artists directly, not just institutions:** Earth Percent made the case that grassroots and independent artists are the real culture-shapers and are largely excluded from policy engagement beyond lending their name. A lightweight, rotating “artist voices” seat at campfire convenings, distinct from institutional sector leads, is confirmed; SteerCo to formalise the mechanics by COP31.

- **The ambassador/door-opener model:** BAFTA Albert pointed to the India convening (UN Goodwill Ambassador Dia Mirza and partners) as proof that a high-profile figure can open doors an org chart can't. Confirmed: the Secretariat will build this into regional leads' toolkit, not run it as a media strategy.
- **Position clearly alongside adjacent groups:** the Entertainment + Culture Pavilion (a delivery partner for co-organising activations, not an equal co-organiser with independent guideline-setting or fundraising authority), the Group of Friends for Culture-Based Climate Action, Culture for the Planet, Heritage Adapts and the UN Regeneration Collective all do adjacent work. The Declaration (3.1) states plainly that ECCA convenes and connects rather than duplicating or competing with any of them.

2. The Deck

The full strategy, including the three core functions, the integrated sector and regional structure, governance tiers, cadence, and the policy and shared-intelligence mechanics, also lives in the deck, linked below:

https://docs.google.com/presentation/d/15vf5ORHF56ZMcqKnhO-88sRHRSUrvdGchum53_7E_GO4/edit?slide=id.p11#slide=id.p11

2.1 Our Theory of Change: What the Workstreams Do

Each workstream translates policy for its sector: publishing thought leadership, mapping where to intervene beyond COP, and embedding people who understand multilateral and national systems. One shared policy-moments calendar underpins every workstream, so members aren't mapping the same policymakers separately or confusing them with duplicate asks.

1. **Map the moments:** Sector by sector, country by country: where the year's policy moments fall.
2. **Map the individuals:** Who the right people are in each moment, national focal points and beyond.
3. **Deploy the playbook:** ECCA members intervene, equipped with the advocacy playbook.
4. **Culture in policy, policy in culture:** Aggregated at pre-COP; the destination is culture embedded in policy and vice-versa.

Activities: what we do (Convenor · Connector · Champion)

- **Convene & equip:** finalise the Declaration; constitute the SteerCo with sector and regional leads; coordinate with UN-system siblings; host capacity-building sessions across the Film & TV, Music and Visual Arts workstreams -- consolidating an otherwise fragmented network of cultural actors into one connected community of practice
- **Connect policy and culture:** the four-step process above, run against the shared policy-moments calendar
- **Champion what's working :** curate and amplify existing climate storytelling through the campfire toolkit; spotlight decarbonisation exemplars through case studies, a recognition

programme and the NAZCA portal

Outputs: what this produces

- **Governance:** Declaration signed by named member organisations; SteerCo of 10–12 seats constituted
- **Platform:** campfire toolkit and advocacy playbook live; ECCA web section live on UNFCCC infrastructure
- **Cities:** Accelerator City's second cohort selected and launched
- **Funding:** funder base diversified beyond Wellcome

Outcomes — what this changes

- **Sector & policy:** cultural actors better connected and less fragmented; climate-aligned storytelling increasingly reflects UNFCCC guidance and priorities; growing political and social support for ambitious climate action
- **Public & communities:** policymakers and the public exposed to credible, solutions-focused climate narratives; increased agency, hope and social-norm shift; reduced climate misinformation through credible cultural voices

Impact: long-term

- Culture is an integrated pillar of international climate action, consistent with the Declaration's 2030 vision (Section 3.1)

This Theory of Change is operationalised each year through the Annual Workplan (Section 4.1), which translates it into concrete activities, targets and resourcing for every workstream.

3. The September Moment: Materials and Way Forward

3.1 ECCA Declaration: principles-based

ECCA DECLARATION: DRAFT FOR SEPTEMBER

Vision

Under Article 12 of the Paris Agreement, every Party committed to educating, empowering and engaging its public in climate action. Culture (film and television, music, visual arts, gaming and beyond) is the most trusted, most watched, most listened-to channel through which that commitment can actually reach people.

Entertainment and Culture for Climate Action (ECCA) exists to build the bridge Article 12 requires: connecting the creative sector to the Paris process, and carrying culture's contribution back into it. ECCA's scope is defined by how entertainment and culture help fulfil the Paris Agreement.

Purpose

ECCA is the connector between culture and the Paris process. It convenes and equips a global community of practice; it translates policy for culture and carries culture's voice back into policy;

and it champions the storytelling and decarbonisation work the sector is already doing.

What ECCA is:

- ECCA equips and empowers members to engage policymakers in their own sectors and countries. It does not direct, rank, audit or mandate creative work, and it never will.
- ECCA amplifies and curates climate storytelling that already exists. It does not commission new content.
- ECCA champions decarbonisation as a credibility foundation, through recognition and case studies. It does not impose reporting standards, and affiliation with ECCA is never a step toward national reporting obligations.
- ECCA convenes and connects. It does not duplicate or compete with existing bodies, including the Group of Friends for Culture-Based Climate Action, UNESCO, the Entertainment + Culture Pavilion, or national and regional creative-sector networks.

Principles

- Empowerment, not direction: members act on their own behalf, under their own name, equipped by ECCA.
- Global South representation (by geography and market) and Indigenous voice (by community and knowledge system), treated as distinct constituencies, alongside youth voice, all by design, not by afterthought.
- Light governance: the smallest structure that can do the job, reviewed annually, never duplicating a process that already works better elsewhere.
- Creative independence, protected: no compliance regime, no content mandate, ever.
- Transparency: decisions and their reasoning are published in a simple, public timeline.

Participation

Signing this Declaration affiliates an individual or organisation with ECCA: for use of that affiliation in the member's own advocacy; access to the shared-intelligence platform and advocacy playbook. It creates no financial obligation and no reporting requirement.

[Signature block: name, organisation, date, to be finalised with UNFCCC legal/protocol ahead of September.]

How the Declaration Works

This Declaration states a vision that holds for the life of this strategic cycle, to 2030, and is not renegotiated every year: culture is an integrated pillar of international climate action; climate-aligned storytelling -- spanning both mitigation and adaptation -- mainstreamed globally; and the creative industries visibly transitioning to low-carbon, climate-resilient practice.

Members sign once, against this stable horizon, so the Declaration can function as a genuine point of alignment for a global and diverse membership. What changes every year is not this Declaration but the Annual Workplan (Section 4.1): the specific activities, targets and resourcing that operationalise the vision for that cycle. Keeping the two deliberately separate is the point — a Declaration re-cut annually cannot hold as a stable reference point, and an Annual Workplan that required Declaration-level process to change would be too slow to be useful. The Declaration and Strategy are put forward by the UNFCCC Secretariat; amendments may be requested by the SteerCo on behalf of the membership through the formal process set out in Section 4.2.

What Membership Actually Gets You

Four things ECCA offers every member, from day one:

- Affiliated & empowered: use ECCA affiliation to advance engagement with decision-makers, at festivals and inside national bodies.
- A global community of practitioners: connect with sector and regional peers across ECCA's network, from London and New York to festivals and markets worldwide.
- Access to shared tools: the campfire toolkit, translated policy language and an advocacy playbook, available to every member, without ever mandating how it's used.
- Collaboration across the UN system: beyond UNFCCC, ECCA is the connective layer across the whole UN storytelling system.

3.2 Secretariat and Recruitment

Every consultation this year raised the same binding constraint: ECCA has never had consistent, dedicated staffing. The Secretariat now has enough resources to ensure that a team is exclusively in place to support and deliver the initiative. Roles to come out by October.

Recruitment is being run by UNFCCC directly; this strategy assumes roles are filled in time to support COP31.

3.3 SteerCo and Sector Leads: precise composition

Recommended SteerCo size: 10–12 seats, mixed membership: modelled on the Group of Friends' convening approach -- though ECCA's SteerCo carries no formal government seats; national and multilateral policy expertise is embedded instead, e.g. via UNESCO as Group of Friends knowledge partner. Composition includes a declared-interest register and staged continuity that deliberately blends up to three continuing Film & TV members with fresh sector and regional leads, rather than a full relaunch.

Seat	Number	Basis for selection
UNFCCC Secretariat	1	Convenes and services the SteerCo.
Continuing Film & TV Steering Committee members	up to 3	Continuity through Q1 2027, each reviewed against the conflict-of-interest criteria below before confirmation.
Sector leads (one per active workstream)	3	Film & TV, Music, Visual Art
Regional experts (embedded in sector workstreams)	4	Building on existing work in Asia, Central & South America and Africa, sitting inside sector workstreams and convening dedicated regional sessions as

Seat	Number	Basis for selection
		needed, with leads appointed as already indicated.
Embedded policy expertise	1–2	Multilateral/national-systems expertise, e.g. via UNESCO as Group of Friends knowledge partner.

Selection principle: networks and sector influence, not project interest

Across every SteerCo seat -- sector leads, regional experts, Global South seats and embedded policy expertise alike, the priority is representing a network, alliance or constituency with genuine reach and influence in their sector, over an individual whose primary stake is in a single project or entity. This sits above the conflict-of-interest screen below: it isn't only about disclosing a personal commercial interest, it is about actively selecting for people whose mandate already extends beyond their own organisation, so the SteerCo table reflects sectors, not a handful of individual projects. This is a deliberate choice between two kinds of seniority -- formal decision-making authority within an organisation, and demonstrated sustainability/climate leadership -- and ECCA prioritises the latter.

Selection process

- After an open application process, the Secretariat proposes a shortlist against published criteria, applying the selection principle above, consistent with its existing “supports strategy, workplan and experts selection” role. By COP31, the SteerCo should be in place.

Continuity

- The existing SteerCo (currently Film & TV only) continues as the transition core through Q1 2027, expanding as new sector and regional leads are ratified. This directly answers the caution, raised independently in two consultations, against a full relaunch producing a weak launch.

Conflict of interest

- A standing declared-interest register, reviewed at each quarterly SteerCo meeting. Members should represent a named organisation or alliance rather than solely a personal commercial practice, unless the Secretariat expressly waives this for an individual expert seat, for example an independent creative representing a national industry where no formal alliance yet exists.

Sector and regional leads: process

- Each workstream proposes a named candidate. Leads serve a renewable 12-month term.

Term limits and rotation

- SteerCo seats (other than the UNFCCC Secretariat seat) serve two-year terms, renewable once (four years maximum), staggered so no more than half the seats turn over at any one cycle — preserving institutional memory while keeping the table from calcifying. Renewal points are synced to the COP/Annual Workplan cycle.

3.4 Accelerator City: next steps

Liverpool became the UNFCCC's first Accelerator City in November 2024 (Expedition One), piloting nine decarbonisation projects across live music and screen production, including:

electrification of key sites; sustainable land-use agreements; a professional-development standard with BFI and ScreenSkills; and developing best practice for visiting festivals (eg Radio1 Big Weekend), high end drama productions and local venues (eg M&S Bank Arena).

Liverpool City Council also took strategic action, including: convening a cross collaboration forum which recognised the important function of a city in aligning multiple creative industries to drive collective and accelerated action, bringing together cities, suppliers and creatives to work together, through a statement of intent, on a “diesel free” roadmap; and embedding a pipeline of sustainable talent in the North of England.

Expedition Two, held roughly a year on, showcased the results and referenced a city-wide toolkit for other cities. UNFCCC itself presented “lessons for the next Accelerator City” at Expedition Two, which also included presentations from Minister Katie White (Minister for Climate in the Department for Energy Security and Net Zero, now Minister of State for DESNZ), Mayor Rotherham and Liverpool City Councils’ leader Liam Robinson. The Tyndall Centre, Manchester provided expert evaluation. Their report can be found here: [*How Cities Can Decarbonise Culture: Lessons from Liverpool's year as the first UN Climate Accelerator City - Tyndall Centre for Climate Change Research*](#).

ECCA will support the AC programme in a number of ways including:

- Publish the Liverpool Learnings as ECCA’s flagship Champion-function proof point: the case-study bank Theme 4 calls for, ready-made.
- Define and publish selection criteria for the next Accelerator City at COP31, prioritising a Global South or fast-growing production and live-music hub, consistent with Theme 7’s logic of matching sectors to regional strength.
- Open an expression-of-interest window at COP31 for city governments and their creative-industry partners
- Route Accelerator City outcomes through the existing NAZCA/UNFCCC transparency portal, the same channel already used for Champion-function decarbonisation case studies, with no parallel reporting line (Theme 2).
- Keep the existing partner group visible in the pitch (Ecotricity, the European Space Agency, UNESCO, BFI/ScreenSkills, A Greener Future): proof the model already works with credible institutional backing.
- Prioritise embedding ECCA’s presence at existing major cultural moments, a festival pavilion, a Climate Week, over standalone, UN-branded events: the single most-cited opportunity across consultations.
- Accelerator City governance sits on its own dedicated track -- an Oversight Committee (chaired by the Secretariat), Advisory Panel and Programme Secretariat -- rather than a dedicated SteerCo seat; the Secretariat carries updates between the two so Accelerator City stays connected to, without duplicating, SteerCo oversight.
- Frame the Accelerator City showcases events that bookend each two-year AC cycle as the point where Film & TV, Music and Visual Arts programming converge locally in the host city -- consistent with Accelerator City’s role as ECCA’s cross-cutting flagship moment (Section 4.1).

4. Terms of Reference: Scope of Authority

SteerCo, Workstreams & the UNFCCC Secretariat -- what each can decide, act on, and escalate.

4.1 The instrument: the Annual Workplan as delegation of authority

Authority in ECCA is granted through the Annual Workplan, which functions as the year's operating licence for every workstream, sitting underneath the stable, multi-year Declaration (3.1).

1. **Drafting.** Each workstream (Film & TV, Music, Visual Arts, plus Accelerator City as the cross-cutting flagship) drafts its own workplan section: activities and owners, target policy moments (drawn from the shared policy-moments calendar), named partners, any sub-groups or task teams it intends to stand up, and success measures tied to the Theory of Change.
2. **SteerCo endorsement.** The Secretariat consolidates workstream drafts into a single ECCA Annual Workplan; SteerCo reviews and endorses it at a dedicated quarterly session, in its existing role of supporting strategy, workplan and expert selection.
3. **Sign-off at COP.** The consolidated workplan is presented and signed at COP by "ECCA" as a whole, meaning co-signature by the SteerCo (on behalf of workstreams and membership) and the UNFCCC Secretariat. This is the single moment authority changes hands for the year.
4. **Effect of signature.** Once signed, every activity that sits squarely inside a workstream's approved workplan is pre-authorised. A workstream does not come back to SteerCo or the Secretariat, to do the things it already said — and got agreement — it would do. This is what "empowering the workstreams" concretely means: authority granted once, up front, for a defined scope, rather than re-litigated activity by activity.

Workplan cycle, in practice

When	What happens
Q1 (June)	Secretariat issues the workplan template and timeline to all workstreams, informed by the prior year's checkpoint review and the shared policy-moments calendar.
Q1–Q2 (July–Aug)	Each workstream drafts its own section against the template.
Q2 (Sep–Oct)	Secretariat consolidates workstream drafts into a single draft ECCA Annual Workplan.
Q2–Q3 (Nov)	SteerCo reviews and endorses the consolidated draft at a dedicated session.
COP	Signed by SteerCo and the Secretariat as "ECCA"; authority for the year changes hands

When	What happens
Year-round	Workstreams deliver; in-year changes follow the escalation clock (Section 4.4).
Following Q1	Checkpoint review of the prior year's workplan against its stated targets.

Everything below is essentially a set of rules for two situations the signed workplan cannot fully anticipate: (a) a workstream wants to do something that goes beyond what it signed up to, and (b) the Secretariat believes something under way poses a risk the Declaration was meant to guard against.

4.2 Decision-rights matrix

D = Decides (final authority) • **R** = Ratifies/endorses a proposal from the level below • **N** = Informed only, no approval required • **—** = no role

Decision	UNFCCC Secretariat	SteerCo	Workstream / Sector-Regional Lead	Individual member/signatory
Overall ECCA strategy, Theory of Change & the 2030 Declaration vision	D (co-signs)	Consulted	Consulted	—
Annual Workplans (content, targets, budget envelope)	D (co-signs)	D (co-signs)	Drafts own section	—
Activity squarely inside an approved workplan	N	N	D	Acts under workstream
Sub-group / task team / “mini steering committee” within an existing, approved workstream	N	N	D	—
New workstream / pillar not yet in the operating model	D	D	Proposes	—
Sector/regional lead appointment	Sign-off on resourcing only	D (ratifies)	Shortlisted by Secretariat	—
SteerCo composition & conflict-of-interest register	R	D	—	Declares interest
Survey/research/st	N	N	D	—

Decision	UNFCCC Secretariat	SteerCo	Workstream / Sector-Regional Lead	Individual member/signatory
Study, funded and scoped inside the approved workplan				
Survey/research bearing the ECCA name but outside the approved workplan, or with new external funding	Consulted on brand/legal exposure	D	Proposes	—
Representing own institution at a national/sub-national policy event, referencing ECCA membership	N	N	D	D, for themselves
Representing “ECCA” collectively, or purporting to represent an official UNFCCC position, at any policy event	D	Consulted	Proposes	—
Use of the ECCA name/logo in own materials, within brand-use policy	N	N	D	D
Use of the UNFCCC emblem, or any material implying UN endorsement	D	—	—	—
New partnership/MoU with a third party (funder, city, festival) under the ECCA name	R (legal/institutional check)	D	Proposes	—
Financial commitments, staffing, resourcing	D	Consulted	—	—
Public statement/media in	Consulted on institutional risk	D	Proposes	—

Decision	UNFCCC Secretariat	SteerCo	Workstream / Sector-Regional Lead	Individual member/signatory
the name of “ECCA” as a whole				
Statement in the name of a named workstream only	N	N	D	—
Declaration amendments	D (puts forward)	R (ratifies; can request amendments via formal process)	Consulted	Consulted
Pausing, suspending or sunseting a workstream or activity	R	D	Proposes / can request	—
Brand misuse or reputational-risk incident response	D, on the named trigger grounds in Section 4.5	Informed, right of appeal	Informed	—

4.4 In-year escalation: the workplan-change clock

Any of the following i.e.: a new activity not contemplated in the signed workplan; a new partnership or MoU bearing the ECCA name; any activity that engages a Party in a way that could be read as an ECCA or UNFCCC position; a new sub-body framed as sitting outside the existing workstream structure; anything touching official COP/SB programming beyond what was signed off.

For a material change, the proposing workstream notifies the SteerCo chair in writing (a short note: what, why, what changed). **SteerCo has ten working days (two calendar weeks) to object.** No objection within that window means the change is deemed approved and the workstream proceeds. If SteerCo objects, the change does not proceed as proposed.

4.5 Reserved matters: Secretariat-only, not delegable

These sit with the Secretariat regardless of workplan sign-off, and are not something a workstream can earn its way into through good performance. Keeping this list short and named is what makes it defensible, anything not on it is not reserved.

- Use of the UNFCCC emblem and any framing implying UNFCCC endorsement, ranking, or audit of creative work.
- Formal relations with Parties (national governments) where ECCA would be acting or be perceived as acting as UNFCCC’s institutional counterpart.

- Resourcing, staffing and the Secretariat's own establishment.
- Final sign-off on the Declaration, brand-use policy and this ToR.

4.6 Empowered matters: workstreams act, Secretariat/SteerCo informed only

- Delivering any activity inside the signed Annual Workplan.
- Forming sub-groups, task teams or selection panels within an existing, approved workstream (e.g. an Accelerator City selection panel).
- Commissioning research or surveys of the workstream's own membership, funded from its own approved budget line.
- Convening sector or regional sessions, webinars, and community-of-practice gatherings.
- Members and leads representing their own organisation at festivals, markets, conferences and national or sub-national policy events, citing their ECCA affiliation.
- Publishing case studies and proof points for the shared policy-moments calendar and campfire toolkit.
- Using the ECCA name and logo in materials consistent with the brand-use policy (Section 7 of the Declaration work, once finalised).

4.7 Escalate-before-acting matters: SteerCo review required first

- A survey, study or research exercise issued in the ECCA name that sits outside the signed workplan
- A new partnership or MoU with a third party (funder, city, festival, broadcaster) under the ECCA name.
- A new sub-body framed as sitting outside the existing workstream structure (as opposed to a sub-group inside one).
- Public statements or media activity in the name of "ECCA" as a whole, rather than a named workstream.
- Any activity engaging a Party government in a way that could be read, even unintentionally, as an ECCA or UNFCCC policy position.

4.8 Dispute resolution

Workstream and SteerCo disagreement: one further working session to resolve; unresolved, put to the full SteerCo for a vote at its next quarterly meeting, or by written procedure if timing is urgent. SteerCo and Secretariat disagreement on a reserved-matter intervention: the Secretariat's decision on legal/institutional grounds (Section 4.5.1) stands pending review, but the workstream and SteerCo chair have a standing right to request the Secretariat's written rationale and to raise it, on the record, at the next SteerCo meeting.

4.9 Review and sunset

This ToR is reviewed annually alongside the Annual Workplan cycle, and amended by the same process as a Declaration amendment. Any activity, sub-group or workstream can be sunset by SteerCo decision against explicit stop conditions, addressing the standing gap flagged in prior governance reviews that no ECCA initiative currently has a defined exit.

5. Workstreams

We start with three workstreams: Film & TV, Music and Visual Arts, with more workstreams to follow over time. For each: why it's a priority now, what's already in motion, and a proposed lead. Every name below is a nomination for SteerCo and Secretariat confirmation under Section 3.3, not an appointment.

Workstream models: matching structure to maturity

- **Full workstream (Tier 1):** a dedicated lead, its own sub-groups or task teams and, where useful, a sub-steering committee (empowered under Section 4.6), its own workplan section, and direct SteerCo representation. Appropriate where a sector already has organised infrastructure and sustained engagement. Current Tier 1 sectors: Film & TV, Music, Visual Arts, Creatives/Influencers (short-form and social content).
- **Federated / partner model (Tier 2):** rather than ECCA standing up parallel infrastructure, the workstream's role is to formally align ECCA's objectives with an existing sector initiative already doing equivalent work, and to cross-refer members to it rather than duplicate it. Gaming is the clearest current candidate: rather than building an ECCA Gaming sub-structure from scratch, ECCA would formally connect with an existing initiative such as Playing for the Planet (referred to in some consultations as "Gaming for Planet"), which already carries comparable objectives, and point members there directly. Current Tier 2 candidate: Gaming.
- **Signposting only (Tier 3):** for sectors where there isn't yet ECCA capacity or demonstrated member demand, ECCA does not stand up a workstream at all; it signposts to existing organisations/individuals already active in that space, via the campfire toolkit and policy-moments calendar, and revisits standing up a full workstream only once demand is demonstrated. This is the existing "other sectors, such as literature and museums, considered based on demand" principle from the operating model, now named as a formal tier rather than a footnote. Current Tier 3 examples: literature; museums, libraries and heritage (GLAM), via ICOM and IFLA; advertising and content-creation; and photography — benchmarked against the UK Creative Industries Council, UNESCO Creative Economy and EU creative-sector taxonomies.

6. Shared Resources Platform (AI-Enabled): Options

Option	What it is	Pros / cons
A: Bespoke ECCA platform	A member portal with an AI search/summarisation layer built over the campfire toolkit, owned and governed entirely by ECCA.	Pros: fully tailored, ECCA owns data and governance. Cons: cost and secretariat capacity this small a team doesn't yet have; longest time to launch.
B: Partner on an existing platform	White-label or partner integration on an existing community/knowledge-base tool, with AI search added.	Pros: fast to launch, lower cost, proven at community scale. Cons: less bespoke; vendor dependency and data-residency questions for a UN-badged initiative.
C: Lightweight curated hub	A simple structured document library plus a quarterly human-written digest. No AI backend at launch; a published roadmap to add AI search once usage and governance are proven.	Pros: fastest and cheapest; sidesteps the AI-footprint concern entirely at launch. Cons: more staff time per digest; scales less well over time.