

## Overview

- ▶ Mayor: Basílio Horta
- ▶ Lead staff on innovation: Gabriela Robalo
- ▶ Population of municipality: 377,835 (2011)
- ▶ Innovation/open data website: <http://pt-cities.survey.okfn.org/place/sintra>

## Spotlight on Sintra | Innovation for institutional quality

Although small, the structure of innovation of the city is growing. Sintra's openness has been demonstrated through its cooperation with the industrial, public and academic sectors to advance innovation. Furthermore, in line with Sintra's systematic efforts to improve institutional quality, two councils were created; the strategic corporate council aims to serve as a space to discuss matters concerning economic and institutional development, while the strategic environmental council seeks to engage public and private entities in environmental questions.

## Vision and approach to innovation capacity

### The city's innovation strategy

Along with 44% of cities surveyed, Sintra has an **explicit innovation strategy**.

The city most closely associates innovation capacity with the following terms:

Hierarchy-busting

Data analytics

### Approaches to innovation capacity

Similar to 40% of cities surveyed, Sintra approaches innovation capacity **both** from a **holistic/macro level**, as well as in **specific policy areas**.

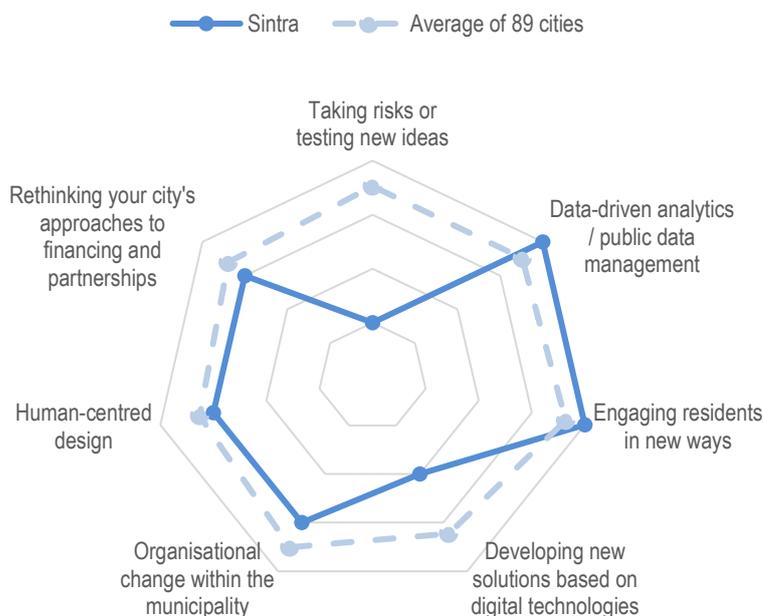
The **top two priority policy areas** for the city's innovation work include:

Economic development

Social welfare / social services

### Most common innovation activities

Sintra's most common innovation activity is **promoting data-driven analytics and engaging residents in new ways**. Its innovation activities also include **human-centred design**; **facilitating organisational change within the municipal administration**; and **rethinking the city's approach to financing and partnerships**.



Funding for innovation capacity	
<p><b>Funding to support innovation capacity</b></p> <p>Like 77% of cities surveyed, Sintra has dedicated funding to support innovation capacity, which originates from the following sources:</p> <ul style="list-style-type: none"> <li>✓ <b>Multilateral institution budget</b> (European Union)</li> <li>✓ <b>Higher levels of government</b> (national and provincial budgets)</li> <li>✓ <b>Municipal budget</b> (city council approved funds)</li> <li>✓ <b>External funding</b> (private)</li> <li>✓</li> </ul>	<p><b>Types of activities being funded</b></p> <p>Sintra's funding for innovation capacity is generally directed towards <b>launching or sustaining a project</b>, and <b>generating ideas &amp; brainstorming</b>. These are the two most commonly funded activities among all cities surveyed. Sintra also <b>invests in digital and physical infrastructure</b>.</p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 10px; width: 45%; text-align: center; background-color: #0056b3; color: white; margin-bottom: 10px;"> <p>Launching or sustaining a project</p> </div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 10px; width: 45%; text-align: center; background-color: #0056b3; color: white; margin-bottom: 10px;"> <p>Idea generation &amp; brainstorming</p> </div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 10px; width: 30%; text-align: center; background-color: #0056b3; color: white; margin-bottom: 10px;"> <p>Investing in digital systems</p> </div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 10px; width: 30%; text-align: center; background-color: #0056b3; color: white; margin-bottom: 10px;"> <p>Investing in physical infrastructure</p> </div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 10px; width: 30%; text-align: center; background-color: #cccccc; margin-bottom: 10px;"> <p>Paying for services</p> </div> </div>

Organisational structure & staffing	Partnerships for innovation & data
<p> Sintra has a dedicated office for innovation reporting to the Mayor's office.</p> <p>Staff skills and profiles include:</p> <ul style="list-style-type: none"> <li>✓ <b>Project manager</b></li> <li>✓ <b>Data scientist</b></li> <li>✓ <b>Designer</b></li> <li>✓ <b>Engineer</b></li> <li>✓ <b>Sociologist</b></li> <li>✓ <b>Communication officer</b></li> <li>✓ <b>Community engagement staff</b></li> </ul>	<p> Sintra has developed partnerships to promote its innovation capacity with <b>other public agencies</b> and <b>private firms</b>.</p> <p>To improve data use, the city has also developed <b>data partnerships with the private sector, academia</b> and <b>think tanks</b> to collect and analyse data, as well as <b>with other cities</b>.</p>

Measuring outcomes	
<p>Policy areas that <b>benefit from sufficient data</b>, or <b>lack sufficient data</b>, to support innovation capacity in the city:</p> <div style="display: grid; grid-template-columns: repeat(5, 1fr); gap: 10px;"> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 5px; background-color: #90c17e; text-align: center;">Transport / mobility</div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 5px; background-color: #90c17e; text-align: center;">Economic development</div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 5px; background-color: #90c17e; text-align: center;">Housing &amp; built environment</div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 5px; background-color: #90c17e; text-align: center;">Policing &amp; law enforcement</div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 5px; background-color: #90c17e; text-align: center;">Health</div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 5px; background-color: #90c17e; text-align: center;">Water</div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 5px; background-color: #90c17e; text-align: center;">Waste and sewage</div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 5px; background-color: #90c17e; text-align: center;">Labour markets &amp; skills</div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 5px; background-color: #90c17e; text-align: center;">Environment &amp; climate change</div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 5px; background-color: #90c17e; text-align: center;">Education</div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 5px; background-color: #90c17e; text-align: center;">Culture</div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 5px; background-color: #90c17e; text-align: center;">Social inclusion, equity</div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 5px; background-color: #cccccc; text-align: center;">Public works</div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 5px; background-color: #90c17e; text-align: center;">Tourism</div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 5px; background-color: #90c17e; text-align: center;">Digital governance</div> </div> <p><i>NB: No response provided by the city for the policy areas in grey.</i></p>	<p>Innovation is <b>helping the city</b> to:</p> <ul style="list-style-type: none"> <li>✓ <b>Improve internal operations</b></li> <li>✓ <b>Save costs and gain efficiency within the public sector</b></li> <li>✓ <b>Improve resident outcomes</b></li> </ul> <p>The most <b>critical success factors</b> in supporting the city's innovation work:</p> <ul style="list-style-type: none"> <li>✓ <b>Dedicated funding</b></li> <li>✓ <b>Dedicated innovation team</b></li> <li>✓ <b>Leadership from Mayor</b></li> </ul>