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City of York Council: Workplace Reorganisation –

Survey Findings Waves 1 and 2

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1 Introduction

This short report aims to highlight the most important findings to emerge from a survey conducted by the Institution for Transport Studies into the impacts of the recent workplace reorganisation implemented by the City of York Council (CYC). As part of the reorganisation CYC consolidated its offices and workforce in 2013 from 17 sites to just 2 sites, West Offices and Hazel Court. In addition CYC also introduced new working practises that encouraged flexible working hours, ‘hot-desking’ and working from home. This was necessitated by a deliberate decision to reduce the desk space available at the two new sites vis a vis the previous 17 sites.

The two new initiatives had the potential to cause disruption, both positive and negative, to CYC employees in a number of ways. The consolidation of office space might lead to longer or shorter commuting journeys for employees, a potential change in routes, a potential change in modes and more/less complex trip chaining, (e.g. dropping children at school on the way to work). New working practices might be welcomed by some employees who enjoy the flexibility they can bring and less welcomed by others who prefer more structure and an office environment. They might lead to productivity gains at the individual and organisational level, or losses if employees are not able to connect and engage with colleagues at appropriate times.

In order to investigate what impact and outcomes both initiatives have had on CYC employees, the council agreed to collaborate with ITS as part of an ERSC funded research project called DISRUPTION. The DISRUPTION project had a wide remit to collect evidence on a range of disruptive events, from snow and ice to public transport strikes, to see how these changed people’s behaviour, both travel and non-travel. As such, the investigation of the impact of CYC’s workplace reorganisation came under the research project’s remit.

2 Outline of the Survey

An initial online survey was developed in June 2013 in order to understand how employees had been affected by the workplace reorganisation. This was an approached use in the past by the DISRUPTION project when surveying disruptions and they research team were able to draw on some of the questions developed during those surveys to kick start the questionnaire development. The questionnaire was split into several sections as outlined below:

a) *Workplace Reorganisation & Travel Changes* – a series of questions related to the workplace reorganisation focusing upon whether this has led to GENERAL CHANGES in how respondents travelled to work and their lifestyle choices.
b) *Travel To and From the Hazel Court and West Offices* – A series of detailed questions related to your GENERAL journey to and from work at either the Hazel Court or West offices.
c) *Office Related Questions* - questions relating to the general office environment, how respondents' work when they are there and how the current situation compares with the situation before the recent workplace reorganisation?
d) *Working From Home* - general questions about working from home, in terms of how frequently respondents' worked from home, how productive they found it and whether they enjoyed it.
e) *Wider Impacts of the Workplace Reorganisation* - these questions related to the wider impact that the workplace reorganisation had on the employee and their families.
f) *Questions About the Respondent and their Household* – general socio-economic questions.

The initial survey was launched on Tuesday, 25th June 2013 and closed on Friday 5th July. An email was sent to every CYC staff informing them of the survey and its purpose. A prize (a Nexus tablet) was also offered to improve response rate. In total, 267 employees started the survey, with 236 fully completing it to the end.

A further follow up survey was organised in July 2014 to try to capture the dynamics of the disruption. The structure of the questionnaire remained largely the same with some alteration to the wording of certain questions and the removal of others, to reflect that the initial disruption was now over 12 months old. The survey was launched on 10th July, with a total of 488 respondents taking part before it was closed on 1st August. The sample for the second survey was nearly double the 2013, largely down to CYC emailing a link to all employees rather than just advertising the survey on their internals staff website.

The resultant analysis is presented in section 3 and covering three key areas and utilising both paired and unpaired data. The former allows a direct comparison between those individuals who took part in both surveys (matched by email, postcode and names) whilst the latter includes (in addition) respondents who only took part in one of the surveys.

3 Results of the 2013 and 2014 surveys

This section presents findings related to three key areas covered by both survey: (1) The impact of the office re-organisation on travel demand; (2) Productivity & working practices; and (3) The impact of office re-organisation on home life.

3.1 Impact of office re-organisation on travel demand

3.1.1 Departure time flexibility

Allowing for variation in the respondents between waves, the travel time variability between waves has stayed broadly similar, although the overall picture is still one of increased variability compared with the pre-disruptive workplace reorganisation.

Table 1 Please indicate if the time you leave for or depart from work has become more or less variable since the workplace reorganisation?

	Null	A lot more variable	A little more variable	Just as variable	A little less variable	A lot less variable
2013 Time I leave for work is:	10	6.2% (16)	20.6% (53)	62.6% (161)	6.2% (16)	4.3% (11)
2014 Time I leave for work is:	22	7.8% (38)	14.7% (72)	63.5% (311)	8.0% (39)	6.1% (30)
2013 Time I depart from work is:	16	8.4% (21)	19.5% (49)	61.4% (154)	6% (15)	4.8% (12)
2014 Time I depart from work is:	22	10.9% (52)	18.2% (87)	57.8% (277)	8.1% (39)	5.0% (24)

3.1.2 Change in duration of journeys

In 2013 the reorganisation led to an increase in journey times from home to work for around 40% of the respondents, with 15% reporting increases greater than 10 minutes. A much smaller number (10%) reported a reduction, largely or the order of 10 minutes or less. The 2014 survey wave would suggest two trends emerging. Firstly, a sizeable reduction in journey length, with around 25% of the sample recording reduction compared to 13% twelve months before. Secondly, whilst roughly the same percentage of respondents are traveling longer (around 40%), more are now travelling for more than 10 minutes (26% vs 15%). A very similar picture emerges for journeys from work to home, suggesting both types of journey mirror each other, e.g. similar traffic conditions etc.

Table 2 How do your current journey times between home & work compare with the journey times before the workplace reorganisation?

	Null	More than 10 mins longer	Up to 10 mins longer	About the same	Up to 10 mins shorter	More than 10 mins shorter
2013 From home to work	12	14.9% (38)	25.9% (66)	46.3% (118)	11% (28)	2% (5)
2014 From home to work	392	25.8% (31)	15.8%(19)	31.7% (38)	10.8% (13)	15.8% (19)
2013 From work to home	17	15.6% (39)	25.2% (63)	47.6% (119)	10.4% (26)	1.2% (3)
2014 From work to home	403	27.1% (32)	15.3% (18)	31.4% (37)	11.9% (14)	14.4% (17)

Some of the changes in travel time appear to be associated with whether people have moved or not. This can be seen when changes in time spent travelling to work is cross tabulated with the question “since the workplace re-organisation have you moved home?". However amongst those who have not moved there is a higher proportion for who travel time between work and home has increased.

*Table 3 Cross-tabulation - Since the workplace reorganisation have you moved home? * Travel time change from home to work*

		From home to work					
		More than 10 mins longer	Up to 10 mins longer	About the same	Up to 10 mins shorter	More than 10 mins shorter	Total
Yes - closer to work	Count	0	2	1	6	9	
	% within Since the workplace reorganisation have you moved home?	0.0%	22.2%	11.1%	66.7%	100.0%	
Yes - further away from work	Count	2	5	1	1	14	
	% within Since the workplace reorganisation have you moved home?	14.3%	35.7%	7.1%	7.1%	100.0%	
No	Count	17	31	11	12	96	
	% within Since the workplace reorganisation have you moved home?	17.7%	32.3%	11.5%	12.5%	100.0%	
total count	30	19	38	13	19	119	
	25.2%	16.0%	31.9%	10.9%	16.0%	100.0%	

Table 4 outlines how the changes in journey time between home and work have impacted upon people. Respondents to the 2014 survey wave appear to show that a greater number of people were affected by the change in journey time (70% vs 30%) than in 2013, and that the net impact was slightly positive, with around 40% recording a positive experience vis a vis around 30% recording a negative experience.

Table 4 What impact have the changes in journey times between home & work had on you?

	Null	Significant & Positive	Small & Positive	Small & Negative	Significant & Negative	No effect
2013 From home to work	9	3.5% (9)	14.3% (37)	22.1% (57)	7.8% (20)	52.3% (135)
2014 From home to work	392	17.5%(21)	20.8%(25)	18.3%(22)	13.3%(16)	30.0%(36)
2013 From work to home	16	2.8% (7)	13.5% (34)	22.3% (56)	8.4% (21)	53% (133)
2014 From work to home	392	17.5%(21)	22.5%(27)	16.7%(20)	14.2%(17)	29.2%(35)

() – sample

3.1.3 Mode change

The level of mode share is outlined in Tables 5. The former outlines the mean number of days per week that a mode is used. It would appear to show a positive position from a sustainability point of view in terms of car driving reduction, an apparent increase in car sharing, as well as increases in walking and cycling. It should be noted that over time some of the initial changes have been reversed, for example a small increase in driving and a reduction in bus use. This has not however been the case across the board, with cycling continuing to increase and walking and car sharing maintaining there mode share. One result that does stand out as counterintuitive is that for train – with mode share for train reducing despite the proximity of the West offices to the train station. An important factor that needs to be borne in mind when examining this table is that the council's policy of encouraging working from home is likely to have a strong impact on Table 5.

Table 5 Summary mode share change: mean number of days per week that the mode is used. (Percentage change in brackets)

Time Scale	Car_drive	Car_pass	Bus	P&R	Train	Cycle	Walk
Before	1.90	0.11	1.07	1.40	0.60	1.50	0.77
2 months after	1.22	0.40	1.51	0.87	0.24	1.54	1.49
12+ months after	1.34	0.38	1.27	0.71	0.34	1.70	1.46

3.1.4 The influence of structural factors on travel demand

Structural factors are demographic factors which have relationships to position in society or which are known to many activities affect day to day life. Using the paired sample, the two tables below (Tables 6 and 7) examine the relationship between three structural factors (age, gender and whether a person has dependents).

A number of important findings emerge:

(1) Both males and females make similar levels of mode share shortly after the reorganisation, but one year later a gender split has emerged (22%female vs only 12% male). Male mode change remains static, but female mode change has increased.

(2) The mode change amongst employees with dependents is 15.6% in 2013 and this stays static in 2014.

(3) Mode change for those without dependents increases between 2013 and 2014.

(4) There appears to be a lag in mode change for those over 50 rather like the lag in mode change amongst females.

(5) Mode change is generally lower in groups with household incomes over £50,000.

One possible explanation assumes the employee is the sole household earner and likely to have managerial responsibilities and so, are more likely to travel long distances and have a higher value of time leading them to travel by the fastest possible mode(s) for their journey. However there are many permutations of who earns what portion of the household income. This makes these results less certain particularly with the paired sample containing only 101 cases.

Table 6 Structural factors cross tabulated with mode change

	no mode change 2013	mode change 2013	no mode change 2014	mode change 2014
Gender				
Male	87.8%(36)	12.2%(5)	87.8%(36	12.2%(5)
Female	86.7%(52)	13.3%(8)	78.3%(47)	21.7%(13)
Dependents				
Has dependents	84.4%(38)	15.6%(7)	84.4%(38)	15.6%(7)
No dependents	89.3%(50)	10.7%(6)	80.4%(45)	19.6%(11)
Age group				
under 30	100%(13)	0	84.6%(11)	15.4%(2)
30 - 50	82.1%(46)	17.9(10)	82.1%((46)	17.9%(10)
over 50	90.6%(29)	9.4%(3)	81.3%(26)	18.8%(6)
Household income				
under £30000	84%(22)	15%(4)	73%(19)	26%(7)
£30000-50000	78%(26)	21%(7)	78%(26)	21%(7)
£50000-£70000	100%(26)	0%(0)	88%(23)	11%(3)
over £70000	85%(6)	14%(1)	85%(6)	14%(1)

The structural differences in time flexibility are outlined in Table 7 with several key findings coming to light:

(1) Men's' departure time flexibility is greater than women's'. This would fit with research that suggests women have a larger number of time-geographic constraints in their day to day lives. In this case it has led to women employees being less able to take advantage of the flexible working practices.
(2) Employees with dependents are more likely to take advantage of being able to have flexible departure times. One possible explanation for this is: Dependents create the need to change departure times (e.g. the need to collect a sick child from school and leave work early). Those with no dependents have less need to change their departure times.
(3) The data suggests that amongst employees between aged between 30 and 50 a quarter attempt to increase their departure time flexibility, but revert back and another quarter maintain long term flexibility in departure time.
(4) Those with household incomes over £50,000 are more likely to experience changes in their departure time flexibility than those with household incomes under £30000 (48% vs 55%).

Table 7 Structural factors cross tabulated with departure time flexibility

	short term departure change flexibility	longer term departure time flexibility	no change in departure time flexibility	nonresponse
Gender				
Male	19%(8)	35%(15)	43%(18)	3%
Female	13%(8)	19%(12)	64%(39)	4%
Dependents				
Has dependents	20%(9)	28%(13)	50%(23)	2%
No dependents	12%(7)	23%(13)	60%(34)	5%
Age group				
under 30	0%(0)	30%(4)	69%(9)	1%
30 - 50	23%(13)	25%(14)	50%(28)	2%
over 50	9.%(3)	25%(8)	60%(20)	6%
Household income				
under £30000	21%(6)	21%(6)	55%(15)	3%
£30000-50000	7%(3)	28%(10)	60%(20)	5%
£50000-£70000	15%(4)	34%(9)	48%(13)	3%
over £70000	28%(2)	28%(2)	42%(3)	2%

A comparison of Tables 6 and 7 brings out some interesting discussion point. Males are almost 3 times more likely to increase departure time flexibility than mode change (35% vs12%). Females however are more likely to change mode than increase departure time flexibility. The hypothesis that it is easier to change departure time than mode would appear to a masculine notion based on this data.

For those with and without dependents increasing departure time flexibility is more popular than mode change. The gap between mode change and departure time flexibility is greater amongst those with dependents, indicating that time flexibility is a more used adaptation strategy than mode change.

Amongst 30-50 year olds 50% changed their departure time flexibility in some way as opposed to only 18% who changed mode. The other age groups follow the same trend but the effect is less pronounced.

The finding from these tables is that gender is an important structural factor with males and females adapting differently, having dependents and being aged 30-50 increases the likelihood of adapting using departure travel time flexibility.

3.1.5 Distance to work

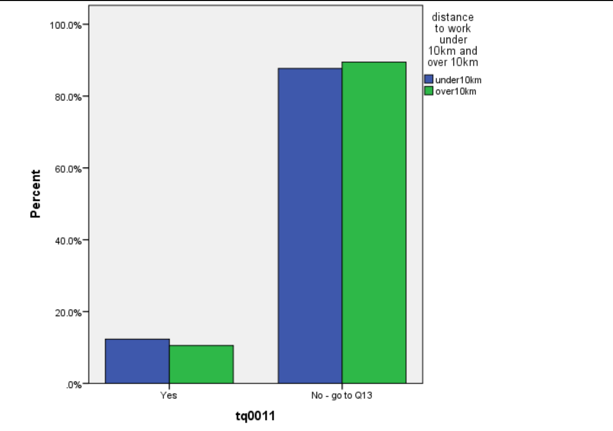
Distance to work may be an influence on both mode change and travel time change.

There is a difference in mean commute distance for employees working at the different offices (West Offices mean commute distance = 13.1km, Hazel Court mean commute distance = 8.6km). This suggests that where each office has reacted very differently to the relocation distance to work may be a confounding factor.

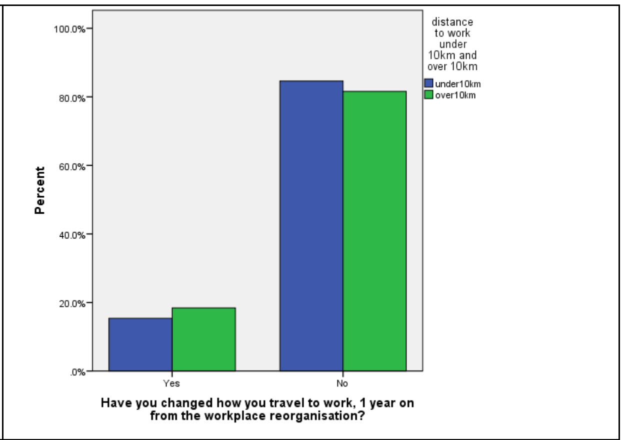
The time people leave for work and the time they depart from work appears to have become slightly more variable for those travelling shorter distances. This is seen in both waves of the survey.

The graphs suggest that in 2013 those travelling shorter distances are slightly more likely to change the way they travel to work. However in the 2014 wave the pattern has reversed: those commuting less than 10km are slightly less likely to change the way they get to work than those who travel further.

Figure 1 Those travelling shorter distances are slightly more likely to change the way they travel to work



2013



2014

3.1.6 Comparison of mode change versus departure time flexibility

The paired sample suggests that what mode share occurred was sustained. This does not show what types of mode change occurred. When compared to Departure time flexibility, the latter is greater in both the short and the longer term. The data shows that 22.8% of individuals in the paired sample changed and maintained their increased departure time flexibility compared to 17.8% who maintained mode change. The Paired sample longevity of mode change is derived from the questions Q11, 2013 have you changed how you travel to work since the workplace reorganisation? And Q10, 2014 Have you changed how you travel to work, 1 year on from the workplace reorganisation?

Table 8 Longevity of change: Mode change

Longevity of mode change	%
Short term mode change only - Revert back to pre-move mode after 1yr	5.9
Long term mode change after 1yr	17.8
No mode change	76.2
N=101	

Table 9 Longevity of change: Flexibility of departure time

Departure time flexibility	Percent leaving for work	Percent leaving work	Mean percentage
Short term departure time flexibility only. Revert back to pre-move mode after 1yr	16.8	14.9	15.85
Long term departure time flexibility after 1yr	22.8	28.7	25.75
No departure time flexibility change	60.4	51.5	55.95
N=101			

Table 10 The percentage of people who changed mode versus the percentage who changed their departure time flexibility

Departure time flexibility	2013	2014	
Departure change		22.8	
Mode change		17.8	
N=101			

3.2 Impact of office re-organisation on working practices

3.2.1 Productivity

Table 11 Following the workplace reorganisation how productive do you think you are as an individual and the organisation are as a whole?

	Null	Much less productive	Less productive	The same	More productive	Much more productive
2013 For you as an individual?	21	3.7% (9)	12.6% (31)	52.8% (130)	27.2% (67)	3.7% (9)
2014 For you as an individual?	46	3.2% (15)	15.2%(71)	51.9%(242)	26.4%(123)	3.2%(15)
2013 For you as an organisation?	29	5.9% (14)	16% (38)	36.1% (86)	35.3% (84)	6.7% (16)
2014 For you as an organisation?	55	2.8%(13)	18.6%(85)	42.2%(193)	32.4%(148)	3.9%(18)

In both 2013 and 2014 a higher proportion of respondents felt productivity was higher on both metrics; however the strength of that opinion declined slightly between 2013 and 2014.

3.2.2 Satisfaction with office environment and working practices

The question on satisfaction with office environment and working practices may offer some explanation of the change in productivity discussed above. Increased in satisfaction immediately after the move. In both waves of the survey the new office environment was associated with higher satisfaction.

Table 12 2013 : Q.16 How satisfied are you with?

	Null	Very dissatisfied	Slightly dissatisfied	Neutral	Slightly satisfied	Very satisfied
Your old office environment	14	18.6% (47)	26.5% (67)	18.6% (47)	17.4% (44)	19.0% (48)
Your current office environment	14	9.5% (24)	16.2% (41)	12.3% (31)	27.3% (69)	34.8% (88)
Your old office working practices	15	5.6% (14)	15.9% (40)	37.7% (95)	23.8% (60)	17.1% (43)
Your current office working practices	15	7.5% (19)	18.7% (47)	23.8% (60)	29.4% (74)	20.6% (52)

Table 13 Non-paired sample: Change in satisfaction with the office environment

	dissatisfied	Satisfied	Effect (positive is more satisfied overall)
Your old office environment (2013)	45.1	36.4	-9.0
Your current office environment (2013)	25.7	28.5	2.8
Your current office environment (2014)	41.8	42.9	1.1

Employees are more satisfied than dissatisfied with the working practices both before and after the relocation. However the level of positivity over the new practices appears to have declined immediately after the relocation and continued to decline into 2014.

Table 14 Non-Paired sample Change in satisfaction with working practices.

	dissatisfied	satisfied	Effect (positive is more satisfied overall)
old office working practices	21.5	53.6	32.1
New office working practices	26.2	42.5	16.3
The new office working practices	30.9%	39.2%	8.3

3.2.3 COLIN

Only the 2013 survey asked about the use of the COLIN . Of those who used the Moving on Up project pages on COLIN around 40% found it either useful or very useful, whilst did not find it useful

Table 15 Have you used the 'Moving on Up' project pages on COLIN?

Null	
Yes	56.2% (149)
No	43.8% (116)

Table 16 How useful was the 'Moving on Up' project in helping inform your travel options to the West and Hazel Court offices?

Null	Very useful	Useful	Neutral	Not useful	Not useful at all
116	7.3% (11)	31.1% (47)	41.1% (62)	13.2% (20)	7.3% (11)

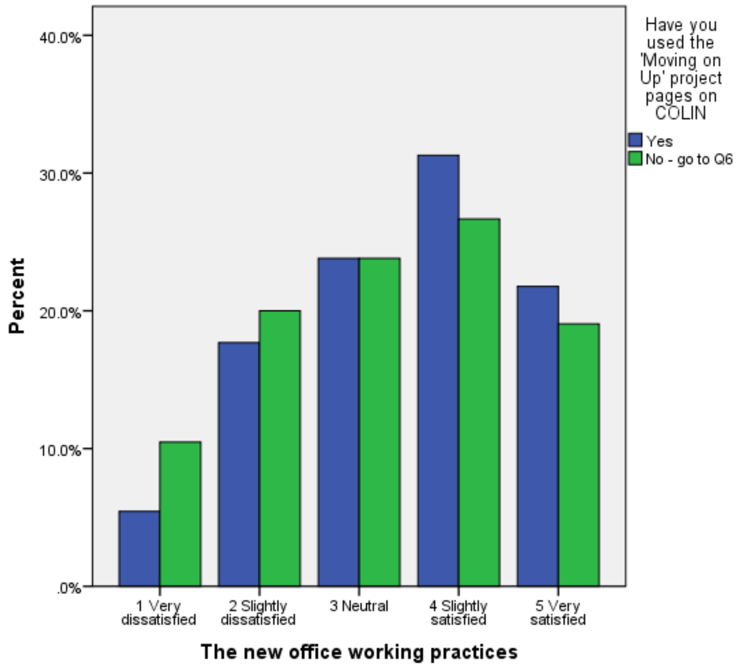
Figure 2 and Table 17 suggests that people who used the COLIN tool are more likely to be satisfied with the new office practices and conversely those who are dissatisfied are less likely to have used the COLIN tool.

*Table 17 Cross tabulation use of 'COLIN' * satisfaction with working practices.*

Have you used the 'Moving on Up' project pages on COLIN * The new office working practices Cross tabulation

		The new office working practices					Total
		1 Very dissatisfied	2 Slightly dissatisfied	3 Neutral	4 Slightly satisfied	5 Very satisfied	
Have you used the 'Moving on Up' project pages on COLIN	Yes	8	26	35	46	32	147
	No	11	21	25	28	20	105
Total		19	47	60	74	52	252

Figure 2 Use of 'COLIN' * satisfaction with working practices



Using the paired sample the satisfaction with working practices 1 year after the re-organisation was tabulated against whether they had used COLIN or not. Dissatisfaction is lower amongst those who used COLIN and those who used it are more likely to be satisfied.

*Table 18 Paired sample Cross tabulation use of 'COLIN' * satisfaction with working practices.*

	The new office working practices					Total
	1 Very dissatisfied	2 Slightly dissatisfied	3 Neutral	4 Slightly satisfied	5 Very satisfied	
	5	9	15	19	16	64
Have you used the 'Moving on Up' project pages on COLIN: Yes	7.8%	14.1%	23.4%	29.7%	25.0%	
	8	5	9	4	10	36
No	22.2%	13.9%	25.0%	11.1%	27.8%	

3.2.4 Change in days spent in the office/at home

Change in days spent in the office/at home shows that people are working from home more since the reorganisation – 1,177 days in the office pre-reorganisation & 1,083 post-reorganisation; 87 days at home in pre-reorganisation & 150 in post-reorganisation. The questions marked * should be answered regarding the same point in time. The difference is likely to include a combination of slight differences in the make up of survey respondents as well as people recalling their work patterns from a year ago slightly differently.

Table 19 Please tell us about the average number of days a week you worked in the office before the workplace reorganisation and how many, on average, you work in the office

	Null	0 days	1 day	2 days	3 days	4 days	5 days	6+ days
Before the workplace reorganisation – 2013	2	1.9% (5)	2.3% (6)	1.9% (5)	7.9% (21)	16.2% (43)	69.4% (184)	0.4% (1)
*After the workplace reorganisation – 2013	3	1.5% (4)	2.3% (6)	4.5% (12)	16.3% (43)	27.3% (72)	47.7% (126)	0.4% (1)
*Immediately after the workplace reorganisation - 2014	13	2.6% (13)	3.0% (15)	5.2% (26)	16.7% (84)	19.7% (99)	52.1% (262)	0.8% (4)
Currently – 2014	20	1.0% (5)	4.1% (21)	8.8% (43)	17.1% (84)	24.8% (122)	43.4% (213)	0.8% (4)

There has been a reduction in the number of people working 5 days per week in the office. The modal number of days spent working at home is 1. The proportion of people working at home either one or two days per week increased in the year since the office relocation. This suggests that it took some time to embed working from home into the working practices.

Table 20 Please tell us the number of days per week that you typically worked or work at home (for a period of longer than 3 hours)

	Null	0	1	2	3	4	5	6+
Before the workplace organisation – 2013	18	75.9% (189)	19.7% (49)	2% (5)	0.8% (2)	0	0.8% (2)	0.8% (2)
*After the workplace reorganisation – 2013	18	53% (132)	34.1% (85)	10% (25)	0.8% (2)	0.4% (1)	0.4% (1)	1.2% (3)
*Immediately after the workplace reorganisation – 2014	328	21.7% (40)	63.0% (116)	10.3% (19)	1.6% (3)	1.6% (3)	1.1% (2)	0.5% (1)
Currently – 2014	328	2.2% (4)	72.4% (131)	18.2% (33)	2.8% (5)	2.8% (5)	0.6% (1)	1.1% (2)

3.2.5 Flexibility in start and finish times

In 2013 there was a positive welcome to flexibility in start and finish times – around 35% finding it beneficial vs around 5% finding it negative Comparing the 2013 and 2014 data the, numbers of people experiencing a positive effect from flexible start and finish times has increased considerably to 52.5%.

Table 21 What impacts have the changes in the flexibility of work start and finish times had on you?

	Null	Significant & Positive	Small & Positive	No effect	Small & Negative	Significant & Negative
2013 Greater flexibility in start time	10	15.2% (39)	19.5% (50)	59.9% (154)	2.7% (7)	2.7% (7)
2013 Greater flexibility in finish time	14	16.2% (41)	21.3% (54)	56.9% (144)	3.6% (9)	2% (5)
2014 Greater flexibility in start time	22	24.1%(118)	27.3%(134)	45.3%(222)	2.0%(10)	1.2%(6)
2014 Greater flexibility in finish time	24	24.0%(117)	28.5%(139)	43.4%(212)	3.1%(15)	1.0%(5)

Satisfaction with flexible start times has increased over time amongst the paired sample group of respondents. Table 22 shows counts of the number of people in the paired sample for whom the effect of flexible start times has become less positive, stayed the same or become more positive between 2013 and 2014.

Table 22 What impacts have the changes in the flexibility of work start and finish times had on you?

	declining satisfaction with flexible start time 2013-2014	same satisfaction with flexible start time 2013-2014	increasing satisfaction with flexible start time 2013-2014
Sum	13.00	52.00	36.00

3.2.6 Division of work and home tasks

In both waves of the survey similar patterns were observed in terms of the division of tasks completed at work and home. Working practises differ between home and the office – the former is more conducive to email, reading and writing reports and telephone meetings, whilst the latter sees more printing, telephone calls, face to face meetings and virtual meetings (where presumably there are specific facilities available?)

Table 23 2013 - Do you complete different work tasks at home to those in the office?

	Null	Considerably more	More	The same	Less	Considerably less	Not applicable
Email	105	9.2% (12)	16% (21)	72.5% (95)	1.5% (2)	0.8% (1)	(31)
Internet Research	105	5% (6)	18.2% (22)	73.6% (89)	1.7% (2)	1.7% (2)	(41)
Printing	110	0	0	15.2% (17)	21.4% (24)	63.4% (71)	(45)
Reading reports	108	7.4% (9)	41.8% (51)	47.5% (58)	2.5% (3)	0.8% (1)	(37)
Writing reports	109	18.4% (21)	39.5% (45)	40.4% (46)	0.9% (1)	0.9% (1)	(44)
Telephone calls	107	0	3.3% (4)	30.9% (38)	35.8% (44)	30.1% (37)	(37)
Virtual meetings	111	0	5.7% (2)	57.1% (20)	14.3% (5)	22.9% (8)	(121)
Face to face meetings	112	1.7% (1)	11.7% (7)	41.7% (25)	13.3% (8)	31.7% (19)	(95)
Telephone meetings	194	23.1% (3)	15.4% (2)	38.5% (5)	7.7% (1)	15.4% (2)	(60)

Table 24 2014 - Do you complete different work tasks at home to those at the office?

	Null	Considerably more	More	The same	Less	Considerably less	Not applicable
Email	0	11.2%(21)	12.8%(24)	74.3%(139)	1.6%(3)	0.0%(0)	0.0%(0)
Internet research	5	7.1%(13)	17.0%(31)	68.1%(124)	2.7%(5)	0.0%(0)	4.9%(9)
Printing	6	1.1%(2)	0.6%(1)	7.7%(14)	26.5%(48)	47.5(86)	16.6%(30)
Reading reports	2	14.1%(26)	38.9%(72)	38.4%(71)	2.2%(4)	0.5%(1)	5.9%(11)
Writing reports	3	19.0%(35)	35.9%(66)	31.5%(58)	0.0%(0)	1.1%(2)	12.5%(23)
Telephone calls	2	3.2%(6)	2.2%(4)	42.2%(78)	23.2%(43)	24.3%(45)	4.9%(9)
Virtual meetings	5	0.5%(1)	4.9%(9)	12.6%(23)	8.8%(16)	4.9%(9)	68.1%(124)
Face to face meetings	3	0.5%(1)	0.5%(1)	4.9%(9)	9.2%(17)	35.9%(66)	48.9%(90)
Telephone meetings	4	0.5%(1)	4.4%(8)	19.7%(36)	7.7%(14)	14.2%(26)	53.6%(98)
Other	97	10.0%(9)	4.4%(4)	5.6%(5)	1.1%(1)	0.0%(0)	78.9%(71)

3.3 Impact of office re-organisation on home life

3.3.1 Impact on spare time

The reorganisation is seen as reducing the amount of spare time employees have, e.g. it takes more time to plan the commitments but at the same time they feel in more control at work (note Tables 26 and 27 were only asked in 2013).

Table 25 Has the office reorganisation changed the amount of spare time you have?

	Null	Yes, I have considerably more	Yes, I have more	No, it is the same	No, I have less	No, I have considerably less
2013	21	0.4% (1)	8.5% (21)	73.2% (180)	15.4% (38)	2.4% (6)
2014	46	0.4% (1)	7.3%(34)	73%(340)	14.8%(69)	4.5%(21)

Table 26 How have you changed the amount of time you spend planning your commitments following the workplace reorganisation?

Null	It takes considerably more time than before	It takes more time than before	It takes the same time as before	It takes less time than before	It takes considerably less time than before
21	4.1% (10)	19.5% (48)	70.3% (173)	6.1% (15)	0

Table 27 Do you feel you have more control in how you plan your working week since the workplace reorganisation?

Null	Yes, considerably more control	Yes, a little more control	The same amount of control	No, a little less control	No, considerably less control
21	5.7% (14)	20.3% (50)	57.3% (141)	13.4% (33)	3.3% (8)

3.3.2 Effect on spouse/ partner.

The pattern between waves is very similar. For example, in both cases less than 3% of partners/spouses have been seriously affected. The proportion whose partners/spouses were affected in some way was slightly higher immediately following the reorganisation. The proportion of people affected has also decreased between waves. This may be explained by variation between the samples. Also effects may be perceived as greater shortly after the relocation than a year afterwards because other factors may change and any changed practices have become the new normal.

Table 28 Has your spouse/partner had to make some changes to the way their week is organised in response to any changes that you have had to make following the workplace reorganisation?

	2013 effect	2014 effect	effect increased (+) or decreased (-)
Yes – a lot of changes	2.8	1.7	-1.1
Yes – some changes	15.4	12.9	-3.5
No - I have made changes but they have not	22.4	19.5	-2.9
No – I have not made changes and neither have they	37.8	44.0	6.2

Examining the paired sample data, the changes in effects between waves are relatively small. The largest change is an increase in the employee making a change and the second larges is a decrease in spouses being slightly affected. This could suggests that in the initial stages of a change, partners assist more but as time goes on the employee develops new routines which fit into the household constraints.

Table 29 Has your spouse/partner had to make some changes to the way their week is organised in response to any changes that you have had to make following the workplace reorganisation?

	2013 effect	2014 effect	effect increased or decreased
Yes – a lot of changes	2.0	2.0	0.0
Yes – some changes	7.9	5.0	-3.0
No - I have made changes but they have not	21.8	26.7	5.0
No – I have not made changes and neither have they	46.5	43.6	-3.0

4 Discussion & Conclusions

The results of the survey would appear to be broadly positive in terms of the impacts upon CYC as an organisation. Employees are broadly supportive of the changes made, for example satisfaction with the flexible start and finish times. However the level of satisfaction with the working practices introduced after the relocation has declined between survey waves. There has been a net increase in commuting distance and journey times; however the data suggests some of this increase can be offset against people moving further away from the office. Overall the staff feel that the reorganisation has brought positive productivity benefits, not only for themselves individually but also for CYC as an organisation. The reorganisation has seen a shift away from working in the office to working at home and also a reduction in car trips in favour of bus and cycling. This may reflect the ability of staff to adapt their travel behaviour, e.g. drop children off at school using the car then travel into work by bus for a later start.

Some of the key findings are outlined below and summarised in Table 30.

Impact of office re-organisation on travel demand

1. *Departure time variability to and from work – still more variable than pre-organisation with strong consistency across both survey waves.*
2. *Change in journey times to and from work – two trends emerging, with more people making shorter journeys, whilst those making longer journeys before have seen this increase. A key driver in this is respondents moving homes.*
3. *Change in mode share – an initial move away from car to public transport and walk/cycle has been largely sustained for walk/cycle, however car journeys have increased slightly and public transport reduced.*
4. *Structural changes to transport demand – a number of structural changes to demand can be identified:*
    a. *Both males and females make similar levels of mode share shortly after the reorganisation, but one year later a gender split has emerged (22%female vs only 12% male). Male mode change remains static, but female mode change has increased. The mode change amongst employees with dependents is 15.6% in 2013 and this stays static in 2014.*
    b. *Mode change for those without dependents increases between 2013 and 2014.*
    c. *There appears to be a lag in mode change for those over 50 rather like the lag in mode change amongst females.*
    d. *Mode change is generally lower in groups with household incomes over £50,000.*

Impact of office re-organisation on working practices

5. *In both 2013 and 2014 a higher proportion of respondents felt productivity was higher (30% vs 18%) on both metrics (individually and the whole workplace), however the strength of that opinion declined slightly between 2013 and 2014*
6. *Employees are more satisfied than dissatisfied with the working practices both before and after the relocation. However the level of positivity over the new practices appears to have declined immediately after the relocation and continued to decline into 2014.*
7. *The analysis suggests that people who used the COLIN tool are more likely to be satisfied with the new office practices and conversely those who are dissatisfied are less likely to have used the COLIN tool. This may reflect the abilities of the COLIN tool or that those who were willing to engage with COLIN were more predisposed to accept change in the workplace.*
8. *Change in days spent in the office/at home shows that people are working from home more since the reorganisation – 1,177 days in the office pre-reorganisation & 1,083 post-reorganisation; 87 days at home in pre-reorganisation & 150 in post-reorganisation.*

9. *There has been a reduction in the number of people working 5 days per week in the office. The modal number of days spent working at home is 1. The proportion of people working at home either one or two days per week increased in the year since the office relocation. This suggests that it took some time to embed working from home into the working practices.*
10. *In 2013 there was a positive welcome to flexibility in start and finish times – around 35% finding it beneficial vs around 5% finding it negative Comparing the 2013 and 2014 data the, numbers of people experiencing a positive effect from flexible start and finish times has increased considerably to 52.5%*

Impact of office re-organisation on home life

11. *The reorganisation is seen as reducing the amount of spare time employees have, e.g. it takes more time to plan the commitments but at the same time they feel in more control at work.*
12. *The pattern between waves is very similar - in both cases less than 3% of partners/spouses have been seriously affected.*

Table 30 Summary of effects table

Section		Positive	Negative
	Impact of office re-organisation on travel demand		
3.1.1	Departure time flexibility	1	
3.1.2	Change in duration of journeys		1
3.1.3	Travel time changes by changes in home location	1	
3.1.4	Mode change	1	
	Impact of office re-organisation on working practices		
3.2.1	Productivity	1	
3.2.2	Satisfaction with office environment and working practices	1	
3.2.3	COLIN	1	
3.2.4	Change in days spent in the office/at home	1	
3.2.5	Flexibility in start and finish times	1	
3.2.6	Division of work and home tasks (not assessed)		
	Impact of office re-organisation on home life		
3.3.1	Impact on spare time		1
3.3.2	Decreasing effect on spouse/ partner between waves.	1	
Total		**9**	**2**