FIELD NOTES · LOGISTICS / HAULAGE

# Five places haulage teams quietly lose hours

One thing that keeps showing up: growth in this sector often arrives as a single hire, a transport planner, brought in to catch up with a whiteboard system.

### 01 Building the day's routes by hand as the fleet grows

One planner works out which driver goes where, holding drop windows and driver hours in their head at once.

### 02 Running more than one site without a shared view

Separate depots often run on separate carrier portals, so knowing what's happening elsewhere means picking up the phone.

### 03 Compliance paperwork that outgrows a filing habit

Tachograph records, MOT dates, and licensing catch up with a fleet as it grows, often arriving as a dedicated compliance hire.

### 04 Covering shift patterns that never quite line up

Rotating shifts and on-call rotas all need someone awake to plan around them, and the evening slot is usually hardest to cover.

### 05 Growth outpacing the structure built to handle it

A new depot, contract, or director usually brings handoffs nobody planned for.

## AND TWO YOU SHOULD LEAVE ALONE

Negotiating a subcontractor's rate. That's a relationship built over jobs, not a formula.

A driver's call on the road. Rerouting around what's actually happening outside the cab needs a driver's judgment.

The next page: what a fix looks like.

02
THE FIX

## What good looks like

Matched to the numbers on the previous page. This is the shape we'd build toward, not a specific product.

| WHERE IT SLIPS | WHAT GOOD LOOKS LIKE |
|---|---|
| 01 Route planning | Routes get built from live driver availability and windows, not memory, so the plan holds as volume grows. |
| 02 Multiple sites | Every site works from the same job record, so what's happening elsewhere is a look, not a call. |
| 03 Compliance | Tachograph, MOT, and licence dates carry their own expiry and get flagged before they turn urgent. |
| 04 Shift coverage | Shift patterns and on-call rotas are built into the plan itself, not reinvented each week. |
| 05 Coordination | New routes, depots, or contracts plug into the same structure, so growth doesn't mean rebuilding it. |

**IN PLAIN TERMS**

This is the shape, not the software. What you'd actually build depends on how your team already works, and some of it might not need software at all.

**WHICH ONE HITS CLOSEST**

Reply with the number from page one, and I'll tell you which of these you're probably already close to, and which is worth a look first.

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