

Supplier risk and dependency review

All records

SUPPLIERS REGISTERED

13

4 single source · 5 on watch or exiting

TOTAL ANNUAL SPEND

\$3,129,000.00

largest Northgate Steel Stockhol \$1,240,000

SINGLE-SOURCE CRITICAL

2

worst: Meridian Heat Treatment — exposure 27

HIGHEST EXPOSURE

Meridian Heat Treatment

exposure 27 · critical impact, single source, health unknown

SPEND CONCENTRATION

65.3 %

top 3 of 13 suppliers · \$2,044,000

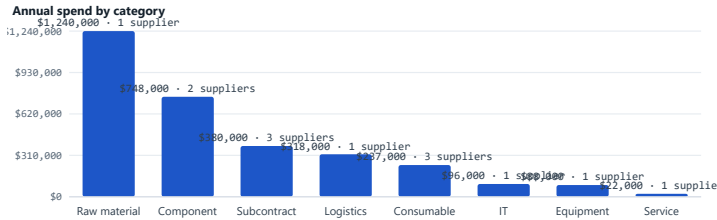
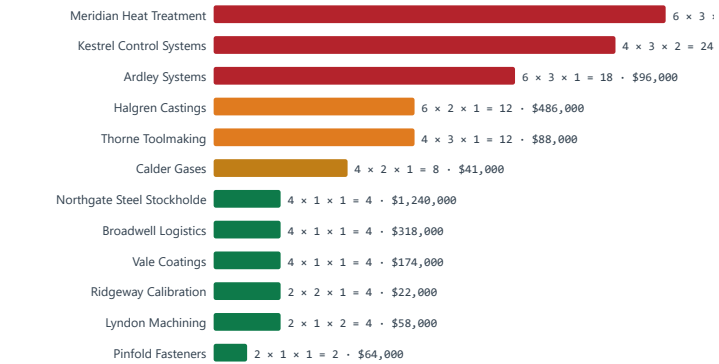
UNTESTED CONTINGENCIES

6

5 on suppliers scoring 12 or more · 1 with no plan written at all

13 of 13 record(s) included. All records. Amounts in USD.

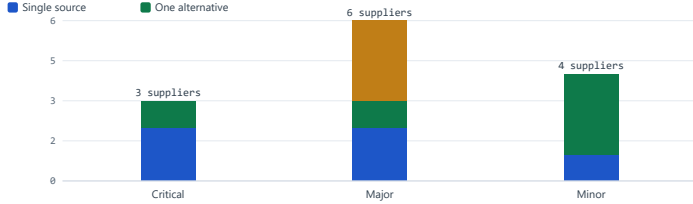
Exposure by supplier



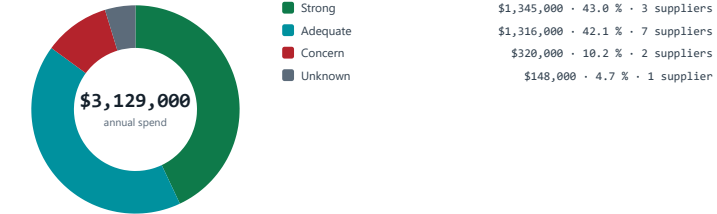
This is the chart a purchasing report would give you. On its own it ranks suppliers by how much you pay them, which is almost never the same order as how badly they could hurt you. This is the chart a purchasing report would give you. On its own it ranks suppliers by how much you pay them, which is almost never the same order as how badly they could hurt you.

Read this next to the spend chart below. Where a supplier is near the top here and near the bottom there, you have a dependency that no purchasing report would ever surface. Read this next to the spend chart below. Where a supplier is near the top here and near the bottom there, you have a dependency that no purchasing report would ever surface.

Risk profile — sourcing position by stoppage impact



The bar to watch is Critical. Every single-source supplier in it is a stoppage waiting for a reason, and the multi-source part of that bar is the only part you can currently absorb. The bar to watch is Critical. Every single-source supplier in it is a stoppage waiting for a reason, and the multi-source part of that bar is the only part you can currently absorb.



The "concern" and "unknown" slices together are the money you have not protected. Unknown is not the same as safe — it means nobody has looked. The "concern" and "unknown" slices together are the money you have not protected. Unknown is not the same as safe — it means nobody has looked.

The risk register

SUPPLIER	WHAT THEY SUPPLY	CATEGORY	SPEND	SHARE	SINGLE	ALTS	SWITCH WK	IMPACT	HEALTH	EXPOSURE	TESTED	OWNER
Meridian Heat Treatment	Vacuum hardening and tempering of gear blanks	Subcontract	\$148,000.00	4.7 %	✓	0	16	Critical	Unknown	27		Head of procurement
Kestrel Control Systems	Proprietary motion controller for the retrofit line	Component	\$262,000.00	8.4 %	✓	0	34	Major	Concern	24		Engineering manager
Ardley Systems	Hosted ERP, scheduling and despatch platform	IT	\$96,000.00	3.1 %	✓	0	52	Critical	Adequate	18		IT manager
Halgren Castings	Iron castings for pump housings, six part numbers	Component	\$486,000.00	15.5 %		1	20	Critical	Adequate	12		Head of procurement
Thorne Toolmaking	Press tool maintenance, repair and spare punches	Equipment	\$88,000.00	2.8 %	✓	0	12	Major	Adequate	12		Maintenance lead
Calder Gases	Welding gases and cylinder rental	Consumable	\$41,000.00	1.3 %		1	6	Major	Strong	8		Stores lead
Northgate Steel Stockholders	Bar, plate and tube stock across all grades	Raw material	\$1,240,000.00	39.6 %		3	2	Major	Strong	4	✓	Buyer
Broadwell Logistics	Outbound pallet and groupage distribution	Logistics	\$318,000.00	10.2 %		2	3	Major	Adequate	4	✓	Despatch manager
Vale Coatings	Powder coating and wet paint finishing	Subcontract	\$174,000.00	5.6 %		2	4	Major	Adequate	4	✓	Production manager
Ridgeway Calibration	Accredited calibration of gauges and test equipment	Service	\$22,000.00	0.7 %		1	8	Minor	Adequate	4	✓	Quality manager
Lyndon Machining (exiting)	CNC turned parts — volumes being moved in-house	Subcontract	\$58,000.00	1.9 %		2	5	Minor	Concern	4	✓	Production manager
Pinfold Fasteners	Fasteners, fixings and kanban-managed small parts	Consumable	\$64,000.00	2.0 %		3	1	Minor	Strong	2	✓	Stores lead
Sable Packaging	Cartons, pallets and protective packaging	Consumable	\$132,000.00	4.2 %		2	2	Minor	Adequate	2	✓	Buyer
Shown			\$3,129,000.00	100.0 %	4 single					7 tested		

Action list

SUPPLIER	EXPOSURE	ISSUE	SPEND	CONTINGENCY	OWNER	LAST REVIEW
Meridian Heat Treatment	27	Single source · Untested plan · Health unknown · 16-week switch	\$148,000.00	Two alternative treatment houses identified and quoted, but neither has run our parts...	Head of procurement	2026-07-12
Kestrel Control Systems	24	Single source · Untested plan · Financial concern · 34-week switch	\$262,000.00	A lifetime buy of the current board has been quoted at around eight months of demand....	Engineering manager	2026-06-18
Ardley Systems	18	Single source · Untested plan · 52-week switch	\$96,000.00	A nightly data export is held locally and there is a written manual despatch fallback...	IT manager	2026-04-11
Halgren Castings	12	Untested plan · 20-week switch	\$486,000.00	A second foundry is qualified on two of the six part numbers. For the other four the ...	Head of procurement	2026-05-05
Thorne Toolmaking	12	Single source · Untested plan · 12-week switch	\$88,000.00	Punch and die spares are held for the three highest-running tools. No other toolroom ...	Maintenance lead	2026-03-12
Calder Gases	8	No plan recorded	\$41,000.00	— none recorded —	Stores lead	2026-01-11
Ridgeway Calibration	4	8-week switch	\$22,000.00	A second accredited laboratory is approved and was used once for an overflow batch of...	Quality manager	2026-05-13
Lyndon Machining	4	Financial concern	\$58,000.00	Work is being brought back in-house across this year and two other machinists are app...	Production manager	2026-07-21

Supplier risk register

Supplier	Supplies	Category	Spend	Sourcing	Alts	Switch wk	Impact	Health	Geography	Contingency	Owner	Reviewed	Status	Exposure	Spend share
Meridian Heat Treatment	Vacuum hardening and tempering of gear blanks	Subcontract	\$148,000.00	Yes	0.0	16.0	Critical	Unknown	One site 40 km away — no second plant in the group	No	Head of procurement	2026-07-12	Watch	27	4.7
Kestrel Control Systems	Proprietary motion controller for the retrofit line	Component	\$262,000.00	Yes	0.0	34.0	Major	Concern	Single manufacturing site, six weeks inbound by sea	No	Engineering manager	2026-06-18	Watch	24	8.4
Northgate Steel Stockholders	Bar, plate and tube stock across all grades	Raw material	\$1,240,000.00	No	3.0	2.0	Major	Strong	Three depots, two of them within a day's delivery	Yes	Buyer	2026-06-06	Active	4	39.6
Halgren Castings	Iron castings for pump housings, six part numbers	Component	\$486,000.00	No	1.0	20.0	Critical	Adequate	Two foundries in the same group, 15 km apart	No	Head of procurement	2026-05-05	Watch	12	15.1
Broadwell Logistics	Outbound pallet and groupage distribution	Logistics	\$318,000.00	No	2.0	3.0	Major	Adequate	Regional hub network, four depots	Yes	Despatch manager	2026-06-29	Active	4	10.2
Ardley Systems	Hosted ERP, scheduling and despatch platform	IT	\$96,000.00	Yes	0.0	52.0	Critical	Adequate	Hosted from two data centres, one operator	No	IT manager	2026-04-11	Active	18	3.1
Vale Coatings	Powder coating and wet paint finishing	Subcontract	\$174,000.00	No	2.0	4.0	Major	Adequate	Two lines on one site; second supplier 60 km away	Yes	Production manager	2026-07-05	Active	4	5.6
Thorne Toolmaking	Press tool maintenance, repair and spare punches	Equipment	\$88,000.00	Yes	0.0	12.0	Major	Adequate	One workshop, owner-operated, two toolmakers	No	Maintenance lead	2026-03-12	Watch	12	2.6
Calder Gases	Welding gases and cylinder rental	Consumable	\$41,000.00	No	1.0	6.0	Major	Strong	Regional filling plant, 70 km away	No	Stores lead	2026-01-11	Active	8	1.3
Pinfold Fasteners	Fasteners, fixings and kanban-managed small parts	Consumable	\$64,000.00	No	3.0	1.0	Minor	Strong	National distributor, several depots	Yes	Stores lead	2026-05-27	Active	2	2.6
Sable Packaging	Cartons, pallets and protective packaging	Consumable	\$132,000.00	No	2.0	2.0	Minor	Adequate	Converter 90 km away plus two national suppliers	Yes	Buyer	2026-06-12	Active	2	4.2
Ridgeway Calibration	Accredited calibration of gauges and test equipment	Service	\$22,000.00	No	1.0	8.0	Minor	Adequate	One laboratory; a second accredited lab 120 km away	Yes	Quality manager	2026-05-13	Active	4	0.7
Lyndon Machining	CNC turned parts — volumes being moved in-house	Subcontract	\$58,000.00	No	2.0	5.0	Minor	Concern	One workshop, 25 km away	Yes	Production manager	2026-07-21	Exiting	4	1.5

Notes

Sample register — thirteen suppliers, replace every one with your own before relying on it or circulating it. The point of the sample is the ordering: the largest supplier by spend sits near the bottom of the exposure chart, and a subcontractor worth a twentieth of that spend sits at the top.

This register scores what you know. It cannot see a supplier's own single-source dependency two tiers down, a customer concentration that makes them fragile, an owner who is about to retire, or a plant that floods. The supplier failures that hurt are usually the ones nobody had on the list — so treat a low exposure score as "nothing we have spotted", not as "safe". Financial-health ratings here are your own observation, not a credit assessment, and nothing in this tool is legal, credit or insurance advice.