

ANY TREASURY SYSTEM

Where confidence weakens after go-live

Confidence in a treasury system does not fail on the day of go-live. It wears down over the following months, in six places that treasury teams recognise. For each one: what the team notices, why it happens, and a safe first step that does not reopen the programme.

1 Numbers checked outside the system

WHAT YOU NOTICE	Before a cash position or exposure report goes to the CFO, someone rebuilds it in a spreadsheet.
WHY IT HAPPENS	An early report was wrong once, and nobody traced why. The check became permanent.
A SAFE FIRST STEP	Take the last report that was rebuilt. Compare the two versions line by line and record every difference and its cause.

2 Controls that pass the questionnaire but not the test

WHAT YOU NOTICE	Asked whether approvals work, the team answers yes. Nobody has recently tried to take a transaction past one.
WHY IT HAPPENS	Controls were tested at go-live. Since then, configuration changes, new users and fixes have altered them without a retest.
A SAFE FIRST STEP	Walk one payment and one deal from creation to settlement in Production. Record every approval the system actually requires.

3 Interfaces that fail without anyone being told

WHAT YOU NOTICE	A missing statement or rate file is discovered when a report looks wrong, not when the file fails to arrive.
WHY IT HAPPENS	Monitoring was set up for the go-live team and left with people who have since moved on.
A SAFE FIRST STEP	List every scheduled job and inbound file. Next to each, name the person alerted when it fails. Every blank is a finding.

4 Knowledge held by one or two people

WHAT YOU NOTICE	Certain questions always go to the same person, and work waits when they are away.
WHY IT HAPPENS	Implementation knowledge was never written down. The people who stayed became the documentation.
A SAFE FIRST STEP	List the five questions that always go to the same person. Ask them to answer each in writing, stored where the whole team can reach it.

5 Spreadsheets that became part of the process

WHAT YOU NOTICE	A spreadsheet sits between the system and a report, a payment or a posting, and the process stops without it.
WHY IT HAPPENS	It started as a temporary workaround during stabilisation, and nobody removed it.
A SAFE FIRST STEP	List each spreadsheet that feeds or checks system numbers, with its owner and what would break if it disappeared.

6 Changes deferred because they feel risky

WHAT YOU NOTICE

Small configuration changes wait for months. Upgrades slip.

WHY IT HAPPENS

Nobody is sure what a change will affect, and the Test environment no longer matches Production.

A SAFE FIRST STEP

Pick the oldest deferred change. Write down exactly what the team expects it to break, then check whether that can be tested.

Several of these sound familiar?

The Treasury Systems Health Check traces all six against Production evidence, on any treasury management system or ERP treasury module. Three weeks, fixed fee, with a findings register that gives the consequence and fix route for every issue.

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