Southern Mutual Bank

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Incident Response Plan

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1. Purpose and control objectives

This plan establishes the requirements, accountabilities and control objectives for incident response plan across Southern Mutual Bank (“the Bank”). It forms part of the Bank's Information Security Management System and supports its obligations under NDB Scheme, APRA CPS 234, ISO/IEC 27001:2022. It applies to Core banking platform and supporting services.

Control objectives:

• Detect, contain, eradicate and recover from security incidents with minimal impact to customers and operations.

• Meet regulatory and contractual notification obligations and capture lessons learned.

2. Scope

This document applies to all employees, contractors, temporary staff and third parties acting for Southern Mutual Bank, and to all information assets, systems and environments it operates or operates on its behalf — on-premise, cloud (AWS/Azure), SaaS and outsourced services.

In scope	Out of scope / exclusions
Production, management and DR environments; Core banking platform; identity, endpoint, network and data services.	Personal devices outside the BYOD programme; non-production sandboxes without Bank data (covered by separate standard).

3. Regulatory and standards context

The requirements herein are designed to satisfy, and are crosswalked to, the following frameworks applicable to a regulated Australian banking entity: NDB Scheme, APRA CPS 234, ISO/IEC 27001:2022. Where an obligation is more stringent in one framework, the most stringent requirement applies.

4. Requirements

4.1 Classification and triage

4.1.1 Security incidents shall be classified by severity (P1–P4) against defined impact criteria covering customers, data, finance and reputation.

Control objective / rationale. This provides assurance that the control operates effectively over time.

Implementation. Responsibility, frequency and the system(s) of record are defined; results are reported to the control owner and second-line risk, and tracked to closure where below target. The control is configured per the hardening standard with drift monitoring and alerting.

Evidence expected. approved tickets + sign-off records; SIEM / log extract.

Test method. configuration review + sampling. *Frequency.* Monthly. *Control owner.* IT Operations Manager. *Status.* Partially implemented (self-declared by the document author; not independently verified).

4.1.2 An on-call incident commander shall be assignable 24x7 with documented escalation paths and contacts.

Control objective / rationale. This enforces least privilege, accountability and limits the blast radius of compromise.

Implementation. The control owner maintains a documented procedure and the supporting tooling configuration, reviewed on the stated cadence; deviations are routed through the exceptions process with compensating controls. The control is enforced at the identity provider and gateway with conditional access.

Evidence expected. sampled records + interview notes; scan or test report.

Test method. log + exception review. *Frequency.* Semi-annual. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.1.3 Suspected incidents shall be triaged within defined timeframes and a major-incident bridge invoked for P1/P2.

Control objective / rationale. This reduces the likelihood and impact of unauthorised access or control failure.

Implementation. Implementation is automated and enforced through platform policy where feasible, with documented manual compensating steps where automation is not yet available. The control is monitored in the SIEM with detections mapped to the relevant threats.

Evidence expected. SIEM / log extract; configuration export + change record.

Test method. configuration review + sampling. *Frequency.* Quarterly. *Control owner.* IT Operations Manager. *Status.* Partially implemented (self-declared by the document author; not independently verified).

4.2 Response and containment

4.2.1 Playbooks shall exist for priority scenarios including ransomware, data breach, business email compromise (BEC) and denial of service.

Control objective / rationale. This enforces least privilege, accountability and limits the blast radius of compromise.

Implementation. The control owner maintains a documented procedure and the supporting tooling configuration, reviewed on the stated cadence; deviations are routed through the exceptions process with compensating controls. The control is enforced at the identity provider and gateway with conditional access.

Evidence expected. sampled records + interview notes; scan or test report.

Test method. log + exception review. *Frequency.* Annual. *Control owner.* IT Operations Manager. *Status.* Partially implemented (self-declared by the document author; not independently verified).

4.2.2 Containment, eradication and recovery actions shall be evidenced with timestamps and decision logs.

Control objective / rationale. This reduces the likelihood and impact of unauthorised access or control failure.

Implementation. Implementation is automated and enforced through platform policy where feasible, with documented manual compensating steps where automation is not yet available. The control is monitored in the SIEM with detections mapped to the relevant threats.

Evidence expected. SIEM / log extract; configuration export + change record.

Test method. automated telemetry review. *Frequency.* Quarterly. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.2.3 Evidence shall be preserved with chain of custody to support investigation and potential legal proceedings.

Control objective / rationale. This supports timely detection, response and recovery and meets regulatory obligations.

Implementation. Responsibility, frequency and the system(s) of record are defined; results are reported to the control owner and second-line risk, and tracked to closure where below target. The control is aligned to the CIS-equivalent secure baseline and

enforced via platform policy.

Evidence expected. scan or test report; tooling dashboard / telemetry extract.

Test method. configuration review + sampling. *Frequency.* Annual. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.3 Notification and reporting

4.3.1 Reportable incidents shall be notified to APRA within the required timeframe and to the OAIC and affected individuals under the Notifiable Data Breaches scheme where applicable.

Control objective / rationale. This reduces the likelihood and impact of unauthorised access or control failure.

Implementation. Implementation is automated and enforced through platform policy where feasible, with documented manual compensating steps where automation is not yet available. The control is monitored in the SIEM with detections mapped to the relevant threats.

Evidence expected. SIEM / log extract; configuration export + change record.

Test method. re-performance / observation. *Frequency.* Annual. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.3.2 Customer, regulator and media communications shall follow the approved crisis-communications plan.

Control objective / rationale. This supports timely detection, response and recovery and meets regulatory obligations.

Implementation. Responsibility, frequency and the system(s) of record are defined; results are reported to the control owner and second-line risk, and tracked to closure where below target. The control is aligned to the CIS-equivalent secure baseline and enforced via platform policy.

Evidence expected. scan or test report; tooling dashboard / telemetry extract.

Test method. re-performance / observation. *Frequency.* Semi-annual. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.3.3 A post-incident review shall be conducted for all P1/P2 incidents and remediation tracked to closure.

Control objective / rationale. This provides assurance that the control operates effectively over time.

Implementation. The control owner maintains a documented procedure and the supporting tooling configuration, reviewed on the stated cadence; deviations are routed through the exceptions process with compensating controls. The control is implemented through the IGA/PAM platform with automated workflow and logging.

Evidence expected. configuration export + change record; approved tickets + sign-off records.

Test method. re-performance / observation. *Frequency.* Annual. *Control owner.* IT Operations Manager. *Status.* Partially implemented (self-declared by the document author; not independently verified).

4.4 Major incident and crisis management

4.4.1 A major-incident process shall convene an incident commander, technical leads and communications within defined timeframes for P1/P2.

Control objective / rationale. This supports timely detection, response and recovery and meets regulatory obligations.

Implementation. Responsibility, frequency and the system(s) of record are defined; results are reported to the control owner and second-line risk, and tracked to closure where below target. The control is aligned to the CIS-equivalent secure baseline and enforced via platform policy.

Evidence expected. scan or test report; tooling dashboard / telemetry extract.

Test method. log + exception review. *Frequency.* Semi-annual. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.4.2 Crisis management and executive escalation shall be invoked for incidents with material customer, financial or regulatory impact.

Control objective / rationale. This provides assurance that the control operates effectively over time.

Implementation. The control owner maintains a documented procedure and the supporting tooling configuration, reviewed on the stated cadence; deviations are routed through the exceptions process with compensating controls. The control is implemented through the IGA/PAM platform with automated workflow and logging.

Evidence expected. configuration export + change record; approved tickets + sign-off records.

Test method. log + exception review. *Frequency.* Quarterly. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.4.3 Pre-approved customer, regulator and media communications templates shall be maintained.

Control objective / rationale. This enforces least privilege, accountability and limits the blast radius of compromise.

Implementation. Implementation is automated and enforced through platform policy where feasible, with documented manual compensating steps where automation is not yet available. The control is configured per the hardening standard with drift monitoring and alerting.

Evidence expected. tooling dashboard / telemetry extract; sampled records + interview notes.

Test method. automated telemetry review. *Frequency.* Semi-annual. *Control owner.* IT Operations Manager. *Status.* Partially implemented (self-declared by the document author; not independently verified).

4.4.4 War-room tooling, contact trees and out-of-band communications shall be available and tested.

Control objective / rationale. This reduces the likelihood and impact of unauthorised access or control failure.

Implementation. Responsibility, frequency and the system(s) of record are defined; results are reported to the control owner and second-line risk, and tracked to closure where below target. The control is enforced at the identity provider and gateway with conditional access.

Evidence expected. approved tickets + sign-off records; SIEM / log extract.

Test method. log + exception review. *Frequency.* Quarterly. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.5 Forensics, evidence and legal hold

4.5.1 Digital evidence shall be collected and preserved with documented chain of custody to support investigation and legal proceedings.

Control objective / rationale. This provides assurance that the control operates effectively over time.

Implementation. The control owner maintains a documented procedure and the supporting tooling configuration, reviewed on the stated cadence; deviations are routed through the exceptions process with compensating controls. The control is implemented through the IGA/PAM platform with automated workflow and logging.

Evidence expected. configuration export + change record; approved tickets + sign-off records.

Test method. automated telemetry review. *Frequency.* Quarterly. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.5.2 Forensic readiness (logging, imaging capability, retained artefacts) shall be maintained for critical systems.

Control objective / rationale. This enforces least privilege, accountability and limits the blast radius of compromise.

Implementation. Implementation is automated and enforced through platform policy where feasible, with documented manual compensating steps where automation is not yet available. The control is configured per the hardening standard with drift monitoring and alerting.

Evidence expected. tooling dashboard / telemetry extract; sampled records + interview notes.

Test method. log + exception review. *Frequency.* Monthly. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.5.3 Legal hold shall be applied where litigation or regulatory action is reasonably anticipated.

Control objective / rationale. This reduces the likelihood and impact of unauthorised access or control failure.

Implementation. Responsibility, frequency and the system(s) of record are defined; results are reported to the control owner and second-line risk, and tracked to closure where below target. The control is enforced at the identity provider and gateway with conditional access.

Evidence expected. approved tickets + sign-off records; SIEM / log extract.

Test method. configuration review + sampling. *Frequency.* Semi-annual. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.5.4 Root-cause analysis shall be evidence-based and feed corrective and preventive actions.

Control objective / rationale. This supports timely detection, response and recovery and meets regulatory obligations.

Implementation. The control owner maintains a documented procedure and the supporting tooling configuration, reviewed on the stated cadence; deviations are routed through the exceptions process with compensating controls. The control is monitored in the SIEM with detections mapped to the relevant threats.

Evidence expected. sampled records + interview notes; scan or test report.

Test method. re-performance / observation. *Frequency.* Quarterly. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.6 Governance, accountability and policy lifecycle

4.6.1 A named executive owner shall be accountable for this control area and shall report its status to the Board Risk Committee at least quarterly.

Control objective / rationale. This enforces least privilege, accountability and limits the blast radius of compromise.

Implementation. Implementation is automated and enforced through platform policy where feasible, with documented manual compensating steps where automation is not yet available. The control is configured per the hardening standard with drift monitoring and alerting.

Evidence expected. tooling dashboard / telemetry extract; sampled records + interview notes.

Test method. re-performance / observation. *Frequency.* Quarterly. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.6.2 This document shall be reviewed at least annually and after any material change to the business, technology, regulatory or threat environment, with version control maintained.

Control objective / rationale. This reduces the likelihood and impact of unauthorised access or control failure.

Implementation. Responsibility, frequency and the system(s) of record are defined; results are reported to the control owner and second-line risk, and tracked to closure where below target. The control is enforced at the identity provider and gateway with conditional access.

Evidence expected. approved tickets + sign-off records; SIEM / log extract.

Test method. re-performance / observation. *Frequency.* Monthly. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.6.3 Roles and responsibilities shall align to the three-lines-of-defence model, with first-line ownership, second-line oversight and third-line independent assurance.

Control objective / rationale. This supports timely detection, response and recovery and meets regulatory obligations.

Implementation. The control owner maintains a documented procedure and the supporting tooling configuration, reviewed on the stated cadence; deviations are routed through the exceptions process with compensating controls. The control is monitored in the SIEM with detections mapped to the relevant threats.

Evidence expected. sampled records + interview notes; scan or test report.

Test method. configuration review + sampling. *Frequency.* Quarterly. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.6.4 Material decisions, approvals and deviations shall be minuted and retained as part of the governance record.

Control objective / rationale. This provides assurance that the control operates effectively over time.

Implementation. Implementation is automated and enforced through platform policy where feasible, with documented manual compensating steps where automation is not yet available. The control is aligned to the CIS-equivalent secure baseline and enforced via platform policy.

Evidence expected. SIEM / log extract; configuration export + change record.

Test method. re-performance / observation. *Frequency.* Semi-annual. *Control owner.* IT Operations Manager. *Status.* Partially implemented (self-declared by the document author; not independently verified).

4.7 Risk assessment and treatment

4.7.1 Risks within this control area shall be identified, assessed (likelihood × impact), treated and recorded in the enterprise risk register with an accountable owner.

Control objective / rationale. This reduces the likelihood and impact of unauthorised access or control failure.

Implementation. Responsibility, frequency and the system(s) of record are defined; results are reported to the control owner and second-line risk, and tracked to closure where below target. The control is enforced at the identity provider and gateway with

conditional access.

Evidence expected. approved tickets + sign-off records; SIEM / log extract.

Test method. re-performance / observation. *Frequency.* Annual. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.7.2 Residual risk exceeding the approved risk appetite shall be escalated with a treatment plan and target date.

Control objective / rationale. This supports timely detection, response and recovery and meets regulatory obligations.

Implementation. The control owner maintains a documented procedure and the supporting tooling configuration, reviewed on the stated cadence; deviations are routed through the exceptions process with compensating controls. The control is monitored in the SIEM with detections mapped to the relevant threats.

Evidence expected. sampled records + interview notes; scan or test report.

Test method. log + exception review. *Frequency.* Quarterly. *Control owner.* IT Operations Manager. *Status.* Partially implemented (self-declared by the document author; not independently verified).

4.7.3 Risk assessments shall be refreshed on a defined cadence and upon significant change.

Control objective / rationale. This provides assurance that the control operates effectively over time.

Implementation. Implementation is automated and enforced through platform policy where feasible, with documented manual compensating steps where automation is not yet available. The control is aligned to the CIS-equivalent secure baseline and enforced via platform policy.

Evidence expected. SIEM / log extract; configuration export + change record.

Test method. automated telemetry review. *Frequency.* Quarterly. *Control owner.* IT Operations Manager. *Status.* Partially implemented (self-declared by the document author; not independently verified).

4.7.4 Key risk indicators (KRIs) shall be defined and monitored against thresholds, with breaches escalated.

Control objective / rationale. This enforces least privilege, accountability and limits the blast radius of compromise.

Implementation. Responsibility, frequency and the system(s) of record are defined; results are reported to the control owner and second-line risk, and tracked to closure where below target. The control is implemented through the IGA/PAM platform with automated workflow and logging.

Evidence expected. scan or test report; tooling dashboard / telemetry extract.

Test method. configuration review + sampling. *Frequency.* Monthly. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.8 Monitoring, measurement and reporting

4.8.1 Control performance shall be monitored continuously through automated telemetry into the central assurance platform.

Control objective / rationale. This supports timely detection, response and recovery and meets regulatory obligations.

Implementation. The control owner maintains a documented procedure and the supporting tooling configuration, reviewed on the stated cadence; deviations are routed through the exceptions process with compensating controls. The control is monitored in the SIEM with detections mapped to the relevant threats.

Evidence expected. sampled records + interview notes; scan or test report.

Test method. re-performance / observation. *Frequency.* Monthly. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.8.2 The metrics and targets in this document shall be reported monthly to the control owner and quarterly to the Executive Risk Committee.

Control objective / rationale. This provides assurance that the control operates effectively over time.

Implementation. Implementation is automated and enforced through platform policy where feasible, with documented manual compensating steps where automation is not yet available. The control is aligned to the CIS-equivalent secure baseline and enforced via platform policy.

Evidence expected. SIEM / log extract; configuration export + change record.

Test method. configuration review + sampling. *Frequency.* Quarterly. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.8.3 Control failures and exceptions shall be logged, triaged by severity and remediated within risk-based timeframes.

Control objective / rationale. This enforces least privilege, accountability and limits the blast radius of compromise.

Implementation. Responsibility, frequency and the system(s) of record are defined; results are reported to the control owner and second-line risk, and tracked to closure where below target. The control is implemented through the IGA/PAM platform with automated workflow and logging.

Evidence expected. scan or test report; tooling dashboard / telemetry extract.

Test method. log + exception review. *Frequency.* Semi-annual. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.8.4 Independent assurance (internal audit / external assessment) shall periodically test design and operating effectiveness; findings shall be tracked to closure.

Control objective / rationale. This reduces the likelihood and impact of unauthorised access or control failure.

Implementation. The control owner maintains a documented procedure and the supporting tooling configuration, reviewed on the stated cadence; deviations are routed through the exceptions process with compensating controls. The control is configured per the hardening standard with drift monitoring and alerting.

Evidence expected. configuration export + change record; approved tickets + sign-off records.

Test method. configuration review + sampling. *Frequency.* Quarterly. *Control owner.* IT Operations Manager. *Status.* Partially implemented (self-declared by the document author; not independently verified).

4.9 Records, retention and evidence

4.9.1 Evidence demonstrating the operation of these controls shall be generated, retained and protected per the records-retention schedule.

Control objective / rationale. This provides assurance that the control operates effectively over time.

Implementation. Implementation is automated and enforced through platform policy where feasible, with documented manual compensating steps where automation is not yet available. The control is aligned to the CIS-equivalent secure baseline and enforced via platform policy.

Evidence expected. SIEM / log extract; configuration export + change record.

Test method. automated telemetry review. *Frequency.* Monthly. *Control owner.* IT Operations Manager. *Status.* Partially implemented (self-declared by the document author; not independently verified).

4.9.2 Evidence shall be sufficient for an independent assessor to conclude on operating effectiveness without reliance on undocumented knowledge.

Control objective / rationale. This enforces least privilege, accountability and limits the blast radius of compromise.

Implementation. Responsibility, frequency and the system(s) of record are defined; results are reported to the control owner and second-line risk, and tracked to closure where below target. The control is implemented through the IGA/PAM platform with automated workflow and logging.

Evidence expected. scan or test report; tooling dashboard / telemetry extract.

Test method. configuration review + sampling. *Frequency.* Semi-annual. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.9.3 Access to control evidence shall be least-privilege and itself logged; integrity shall be protected against tampering.

Control objective / rationale. This reduces the likelihood and impact of unauthorised access or control failure.

Implementation. The control owner maintains a documented procedure and the supporting tooling configuration, reviewed on the stated cadence; deviations are routed through the exceptions process with compensating controls. The control is configured per the hardening standard with drift monitoring and alerting.

Evidence expected. configuration export + change record; approved tickets + sign-off records.

Test method. automated telemetry review. *Frequency.* Quarterly. *Control owner.* IT Operations Manager. *Status.* Partially implemented (self-declared by the document author; not independently verified).

4.9.4 On decommissioning, records shall be retained or disposed of per the retention schedule and legal hold requirements.

Control objective / rationale. This supports timely detection, response and recovery and meets regulatory obligations.

Implementation. Implementation is automated and enforced through platform policy where feasible, with documented manual compensating steps where automation is not yet available. The control is enforced at the identity provider and gateway with conditional access.

Evidence expected. tooling dashboard / telemetry extract; sampled records + interview notes.

Test method. log + exception review. *Frequency.* Annual. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.10 Continuous improvement

4.10.1 Lessons from incidents, audits, assessments and exercises shall be fed back into this control area and the document updated accordingly.

Control objective / rationale. This enforces least privilege, accountability and limits the blast radius of compromise.

Implementation. Responsibility, frequency and the system(s) of record are defined; results are reported to the control owner and second-line risk, and tracked to closure where below target. The control is implemented through the IGA/PAM platform with automated workflow and logging.

Evidence expected. scan or test report; tooling dashboard / telemetry extract.

Test method. configuration review + sampling. *Frequency.* Quarterly. *Control owner.* IT Operations Manager. *Status.* Partially implemented (self-declared by the document author; not independently verified).

4.10.2 Control maturity shall be assessed against a defined target state, with a roadmap to close gaps.

Control objective / rationale. This reduces the likelihood and impact of unauthorised access or control failure.

Implementation. The control owner maintains a documented procedure and the supporting tooling configuration, reviewed on the stated cadence; deviations are routed through the exceptions process with compensating controls. The control is configured per the hardening standard with drift monitoring and alerting.

Evidence expected. configuration export + change record; approved tickets + sign-off records.

Test method. re-performance / observation. *Frequency.* Annual. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

4.10.3 Automation and tooling shall be progressively adopted to reduce manual effort and error.

Control objective / rationale. This supports timely detection, response and recovery and meets regulatory obligations.

Implementation. Implementation is automated and enforced through platform policy where feasible, with documented manual compensating steps where automation is not yet available. The control is enforced at the identity provider and gateway with conditional access.

Evidence expected. tooling dashboard / telemetry extract; sampled records + interview notes.

Test method. re-performance / observation. *Frequency.* Monthly. *Control owner.* IT Operations Manager. *Status.* Implemented (self-declared by the document author; not independently verified).

5. Roles and responsibilities (RACI)

Role	R	A	C	I	Responsibility
IT Operations Manager	✓	✓			Owns this document; ensures it is current, resourced and effective.
System / Asset owners	✓		✓		Implement and operate the controls in their scope.
Security Operations	✓		✓	✓	Monitors compliance; investigates and responds to exceptions.
Risk & Compliance (2nd line)			✓	✓	Provides oversight, challenge and reporting.
Internal Audit (3rd line)				✓	Independent assurance over design and operating effectiveness.
All staff & contractors	✓			✓	Comply with the requirements; report suspected breaches.

6. Procedures and implementation

6.1 Declare an incident via the SOC; the incident commander convenes the response team and opens a decision log.

6.2 Execute the relevant playbook; contain, eradicate, recover; preserve evidence throughout.

6.3 Assess notification obligations with Legal/Privacy; issue regulator/customer notifications as required.

6.4 Hold a post-incident review within 10 business days; log actions in the remediation tracker.

7. Monitoring, metrics and KPIs

Metric	Target	Frequency
P1 incidents with commander assigned ≤ 15 min	100%	Per incident
Reportable breaches notified within regulatory window	100%	Per incident
Post-incident reviews completed for P1/P2	100%	Monthly
Playbooks exercised	≥ 2 / year	Annual

8. Compliance, monitoring and enforcement

Compliance is monitored continuously through automated control telemetry, the metrics above and periodic independent assurance. Material non-compliance is recorded in the risk register, escalated to the Executive Risk Committee, and tracked to closure. Wilful or negligent breaches may result in disciplinary action up to termination.

9. Exceptions and waivers

Any deviation requires a documented risk assessment, compensating controls, an expiry date and approval by the accountable risk owner (and the CISO for high-risk deviations). Active exceptions are recorded and reviewed in the Exceptions & Waivers Register.

10. Definitions

Term	Definition
Incident commander	The accountable lead coordinating response for a declared incident.
NDB scheme	Australia's Notifiable Data Breaches scheme under the Privacy Act.
Chain of custody	Documented handling of evidence preserving its integrity and admissibility.

11. Related documents

- Information Security Policy
- Data Breach Response Procedure
- Business Continuity Policy

12. Control framework mapping

Framework	Indicative mapped controls
NDB Scheme	Assessment, Notification
APRA CPS 234	Information security capability, Control testing, Incident notification
ISO/IEC 27001:2022	A.5.15, A.5.18, A.8.2, A.8.16, A.5.23

Threat and risk context

This control area addresses the threats and failure modes most relevant to Core banking platform in a regulated Australian banking context — including credential compromise, insider misuse, unmanaged change, third-party failure, data loss and control drift. The requirements in section 4 are calibrated to reduce both the likelihood and the impact of these scenarios, and are tested on the cadence set out in section 7.

- Risk addressed: Detect, contain, eradicate and recover from security incidents with minimal impact to customers and operations.

• Risk addressed: Meet regulatory and contractual notification obligations and capture lessons learned.

Operating model and continuous assurance

Day-to-day operation follows the three-lines-of-defence model: first-line owners operate the controls and remediate exceptions; second-line risk and compliance provide oversight, challenge and reporting; third-line internal audit provides independent assurance. Control performance is monitored continuously through automated telemetry into the central assurance platform, with monthly control reporting to the control owner and quarterly reporting to the Executive Risk Committee. Deficiencies are recorded in the enterprise risk register and tracked to closure against the targets in section 7.

Training, awareness and competency

Personnel with responsibilities under this document receive role-based training at onboarding and at least annually. General security awareness, including phishing simulation, is delivered to all staff and contractors; completion is tracked and non-completion is escalated to people leaders. Control owners maintain procedures and runbooks sufficient for a competent operator to execute the control consistently, and review them after any material change to the business, technology or threat environment.

Appendix C — Control register (per requirement)

Ref	Control statement	Framework	Test freq.	Status
4.1.1	Security incidents shall be classified by severity (P1–P4) against def…	NDB Scheme	Semi-annual	Implemented
4.1.2	An on-call incident commander shall be assignable 24x7 with documented…	APRA CPS 234	Semi-annual	Partially implemented
4.1.3	Suspected incidents shall be triaged within defined timeframes and a m…	ISO/IEC 27001:2022	Annual	Implemented
4.2.1	Playbooks shall exist for priority scenarios including ransomware, dat…	NDB Scheme	Quarterly	Implemented
4.2.2	Containment, eradication and recovery actions shall be evidenced with …	APRA CPS 234	Quarterly	Implemented
4.2.3	Evidence shall be preserved with chain of custody to support investiga…	ISO/IEC 27001:2022	Quarterly	Implemented
4.3.1	Reportable incidents shall be notified to APRA within the required tim…	NDB Scheme	Annual	Implemented
4.3.2	Customer, regulator and media communications shall follow the approved…	APRA CPS 234	Monthly	Partially implemented
4.3.3	A post-incident review shall be conducted for all P1/P2 incidents and …	ISO/IEC 27001:2022	Monthly	Implemented
4.4.1	A major-incident process shall convene an incident commander, technica…	NDB Scheme	Annual	Implemented
4.4.2	Crisis management and executive escalation shall be invoked for incide…	APRA CPS 234	Semi-annual	Implemented
4.4.3	Pre-approved customer, regulator and media communications templates sh…	ISO/IEC 27001:2022	Monthly	Partially implemented
4.4.4	War-room tooling, contact trees and out-of-band communications shall b…	NDB Scheme	Monthly	Implemented
4.5.1	Digital evidence shall be collected and preserved with documented chai…	APRA CPS 234	Quarterly	Implemented
4.5.2	Forensic readiness (logging, imaging capability, retained artefacts) s…	ISO/IEC 27001:2022	Annual	Implemented

Ref	Control statement	Framework	Test freq.	Status
4.5.3	Legal hold shall be applied where litigation or regulatory action is r…	NDB Scheme	Quarterly	Implemented
4.5.4	Root-cause analysis shall be evidence-based and feed corrective and pr…	APRA CPS 234	Semi-annual	Implemented
4.6.1	A named executive owner shall be accountable for this control area and…	ISO/IEC 27001:2022	Monthly	Implemented
4.6.2	This document shall be reviewed at least annually and after any materi…	NDB Scheme	Quarterly	Implemented
4.6.3	Roles and responsibilities shall align to the three-lines-of-defence m…	APRA CPS 234	Annual	Implemented
4.6.4	Material decisions, approvals and deviations shall be minuted and reta…	ISO/IEC 27001:2022	Annual	Implemented
4.7.1	Risks within this control area shall be identified, assessed (likeliho…	NDB Scheme	Semi-annual	Implemented
4.7.2	Residual risk exceeding the approved risk appetite shall be escalated …	APRA CPS 234	Quarterly	Implemented
4.7.3	Risk assessments shall be refreshed on a defined cadence and upon sign…	ISO/IEC 27001:2022	Semi-annual	Partially implemented
4.7.4	Key risk indicators (KRIs) shall be defined and monitored against thre…	NDB Scheme	Annual	Implemented
4.8.1	Control performance shall be monitored continuously through automated …	APRA CPS 234	Monthly	Implemented
4.8.2	The metrics and targets in this document shall be reported monthly to …	ISO/IEC 27001:2022	Semi-annual	Implemented
4.8.3	Control failures and exceptions shall be logged, triaged by severity a…	NDB Scheme	Annual	Partially implemented
4.8.4	Independent assurance (internal audit / external assessment) shall per…	APRA CPS 234	Annual	Implemented
4.9.1	Evidence demonstrating the operation of these controls shall be genera…	ISO/IEC 27001:2022	Semi-annual	Implemented
4.9.2	Evidence shall be sufficient for an independent assessor to conclude o…	NDB Scheme	Semi-annual	Implemented
4.9.3	Access to control evidence shall be least-privilege and itself logged;…	APRA CPS 234	Monthly	Implemented
4.9.4	On decommissioning, records shall be retained or disposed of per the r…	ISO/IEC 27001:2022	Semi-annual	Implemented
4.10.1	Lessons from incidents, audits, assessments and exercises shall be fed…	NDB Scheme	Monthly	Implemented
4.10.2	Control maturity shall be assessed against a defined target state, wit…	APRA CPS 234	Monthly	Implemented
4.10.3	Automation and tooling shall be progressively adopted to reduce manual…	ISO/IEC 27001:2022	Quarterly	Partially implemented

Appendix A — Control implementation checklist

Control area	Controls	Implementation status
Classification and triage	3 control(s)	Implemented
Response and containment	3 control(s)	Implemented
Notification and reporting	3 control(s)	Planned

Control area	Controls	Implementation status
Major incident and crisis management	4 control(s)	Implemented
Forensics, evidence and legal hold	4 control(s)	Partially implemented
Governance, accountability and policy lifecycle	4 control(s)	Implemented
Risk assessment and treatment	4 control(s)	Partially implemented
Monitoring, measurement and reporting	4 control(s)	Implemented
Records, retention and evidence	4 control(s)	Implemented
Continuous improvement	3 control(s)	Planned

Appendix B — Control testing and evidence matrix

Control area	Ctrls	Test method	Evidence	Frequency
Classification and triage	3	Configuration review + sampling	Config export + screenshots	Monthly
Response and containment	3	Automated control telemetry	Dashboard / telemetry extract	Annual
Notification and reporting	3	Evidence inspection + interview	Approved records + tickets	Monthly
Major incident and crisis management	4	Re-performance / observation	Observed run + sign-off	Semi-annual
Forensics, evidence and legal hold	4	Log and exception review	SIEM / log extract	Quarterly
Governance, accountability and policy lifecycle	4	Independent test / scan	Scan / test report	Monthly
Risk assessment and treatment	4	Configuration review + sampling	Config export + screenshots	Semi-annual
Monitoring, measurement and reporting	4	Automated control telemetry	Dashboard / telemetry extract	Quarterly
Records, retention and evidence	4	Evidence inspection + interview	Approved records + tickets	Annual
Continuous improvement	3	Re-performance / observation	Observed run + sign-off	Annual

Evidence is retained for audit per the records-retention schedule and crosswalked to NDB Scheme, APRA CPS 234, ISO/IEC 27001:2022.

13. Document approval and distribution

Approval	Name	Role	Date
Prepared by	Mei-Lin Tan	IT Operations Manager	10 Oct 2026
Reviewed by	David Okafor	Head of Compliance	20 Oct 2026
Approved by	Priya Sharma	Chief Information Security Officer	26 Oct 2026
Endorsed by	—	Board Risk Committee	30 Oct 2026

Distribution: all staff and contractors via the policy portal; control owners; Risk & Compliance (2nd line); Internal Audit (3rd line); relevant material service providers under NDA.

14. Abbreviations

Abbreviation	Meaning
ISMS	Information Security Management System
MFA / SSO	Multi-Factor Authentication / Single Sign-On
PAM / IGA	Privileged Access Management / Identity Governance & Administration

Abbreviation	Meaning
RTO / RPO	Recovery Time Objective / Recovery Point Objective
SoD	Segregation of Duties
KRI / KPI	Key Risk Indicator / Key Performance Indicator
SIEM / SOC	Security Information & Event Management / Security Operations Centre

15. Revision history

Version	Date	Author	Summary of change
1.0	03 Oct 2024	Priya Sharma	Initial issue.
2.0	02 Oct 2025	James O'Connor	Annual review; control uplift and framework alignment.