Category	Description	Effect
Test development	Item pool does not contain sufficient content relevant Scottish schools	Insufficient items to draw on by launch date
Administration & Systems	Main server outage due to external factor, such as undersea cable damage	Loss of test delivery for up to x minutes
Administration and systems	System may not be ready in time	Assessments may need to be delayed
Administration and systems	Schools may lack sufficient technical capabilities and/or capacity	Inability to access online testing
Personnel	An intense and highly political environment has an adverse impact on staff behaviours	Concealment of problems within project team and from Scottish Government. Stress on project staff; lack of continuity in project staff; ultimately failure to deliver
Political	New contractor who does not have recognition [in this case, in Scotland]	Lack of confidence from Scottish Government and other stakeholders
Administration and systems	Very complicated and large-scale Logistics: large numbers of papers, information and logons to accommodate and move around schools.	Schools may not receive information on time.
Comms & Engagement	New assessment with which LAs, schools and the public are unfamiliar	Lack of confidence from Scottish Government and other stakeholders
Comms & Engagement	Managers not escalating difficulties, sometimes out of fear; senior directors not asking the right questions;	Risk of delivery failure through mitigating actions not taken in time
Administration and systems	Too optimistic a belief on the part of contractor that all will be well.	Delay in dealing with and communicating issues
Skills Knowledge Capability	Lack of suitability of reading texts and maths contexts.	Validity of assessment compromised
Administration and systems	Delivery failure	Large and catastrophic failure of project and huge liability payment
Legal & Compliance	Changes in Governement or external factors affecting policy may lead to a decision not to continue with Assessments in their current form	Government varies or terminates the contract
Administration and systems	The school, pupil and assessment databases underpinning the whole operation fail.	Students can't log on
Administration and systems	The school, pupil and assessment databases underpinning the whole operation fail	The wrong tests are allocated to students
Administration and systems	The school, pupil and assessment databases underpinning the whole operation fail	Data is lost.
Organisational	Physical distance from ACER Group resources	Communication failures
Skills Knowledge Capability	Culturally or linguistically inappropriate test content	Inexplicable results for pupils; validity of assessments compromised; loss of confidence in the Assessment from teachers and the public
Skills Knowledge Capability	Items are harder or easier than expected for Scottish pupils	Inexplicable results for pupils; loss of confidence in the Assessment from teachers and the public
Security	The security of the network is breached	Tests are compromised through unauthorised access to question bank. Public confidence diminished.

Category	Description	Effect
Security	Physical security of ACER sites breached	Unauthorised access to sensitive or confidential information.
Security	Mobile device security	Sensitive information becomes public
Personnel	Project Team: key staff and regular staff unavailable	Project delivery is delayed
Skills Knowledge Capability	Unsatisfactory management of the project.	Project delivery is delayed or quality expectations not met
Administration and systems	Security breach	Loss of confidence in the tests.
Communications	Inadequate recording of recommendations, decisions and actions.	Poor project control
Security	Data corruption	Tests may be compromised
Security	Data loss	
Skills Knowledge Capability	Changes to Curriculum	Questions may no longer reflect the Curriculum
Legal & Compliance	Systems and processes may not be compliant with relevant legislation	Reputational risk (ACER and Scottish Government); disruption of provision
Administration and systems	The system is not compatible with future system wide digital platforms developed by the Scottish Government	Inconsistent with Framework aims
Administration	Delivery of hard copies may be disrupted by adverse weather, especially in remote areas such as the Highlands and Islands	Pupils unable to access the tests
Skills Knowledge Capability	Teachers become over-familiar with the test and can predict items	Reliability of assessment and progress information compromised
Personnel	Lack of staff expertise	Quality of delivery compromised
Comms & Engagement	Assessment outcomes will need to meet the varying needs of stakeholders - Government, school leaders, teachers, pupils and their parents/carers with challenges for content and reporting.	Lack of confidence in outcomes; testing seen as pointless and/or a burden on schools and pupils; possible boycotting by teachers as happened in England.