

HESA



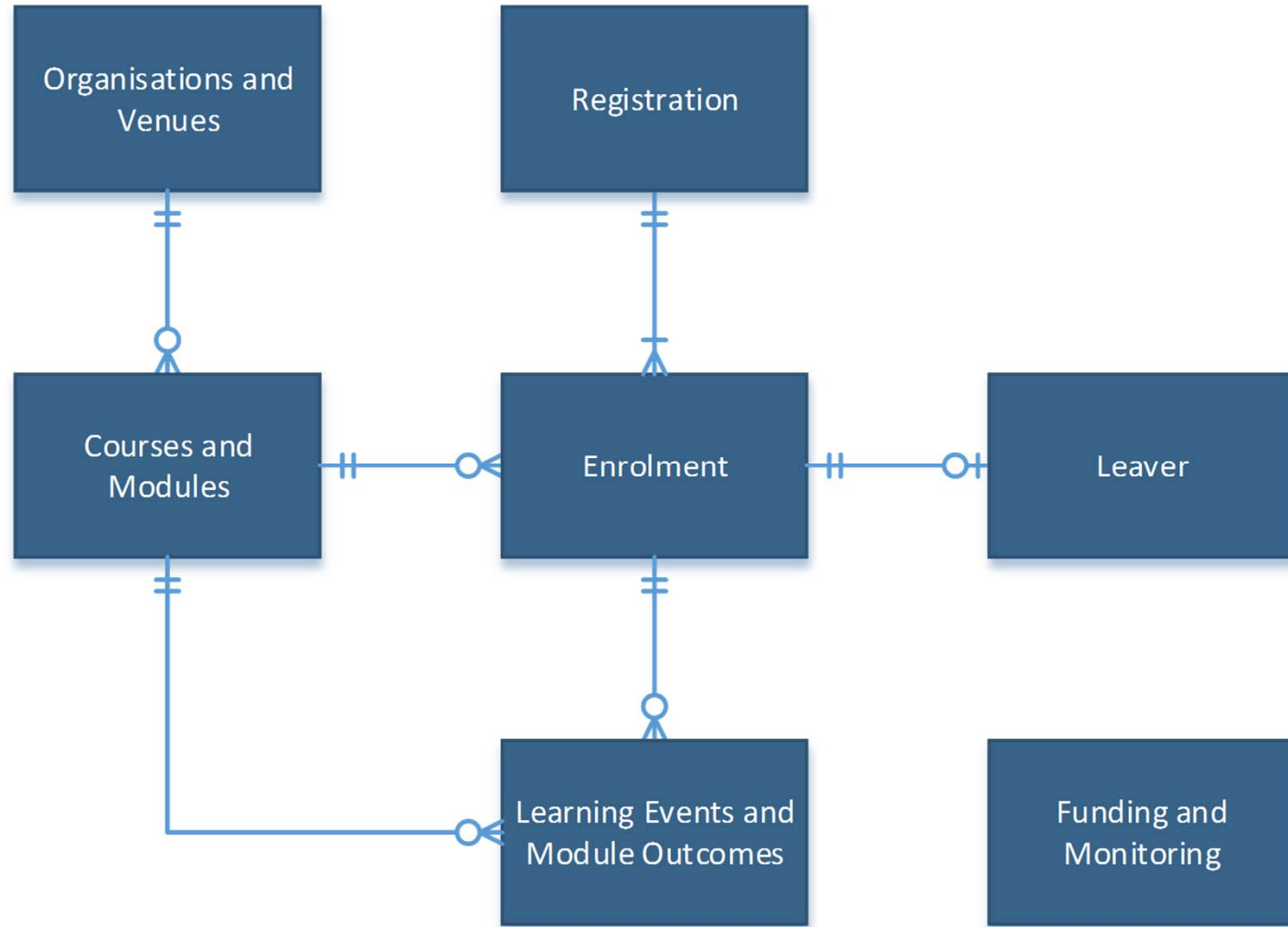
What, when, and how

The realities of in-year data collection

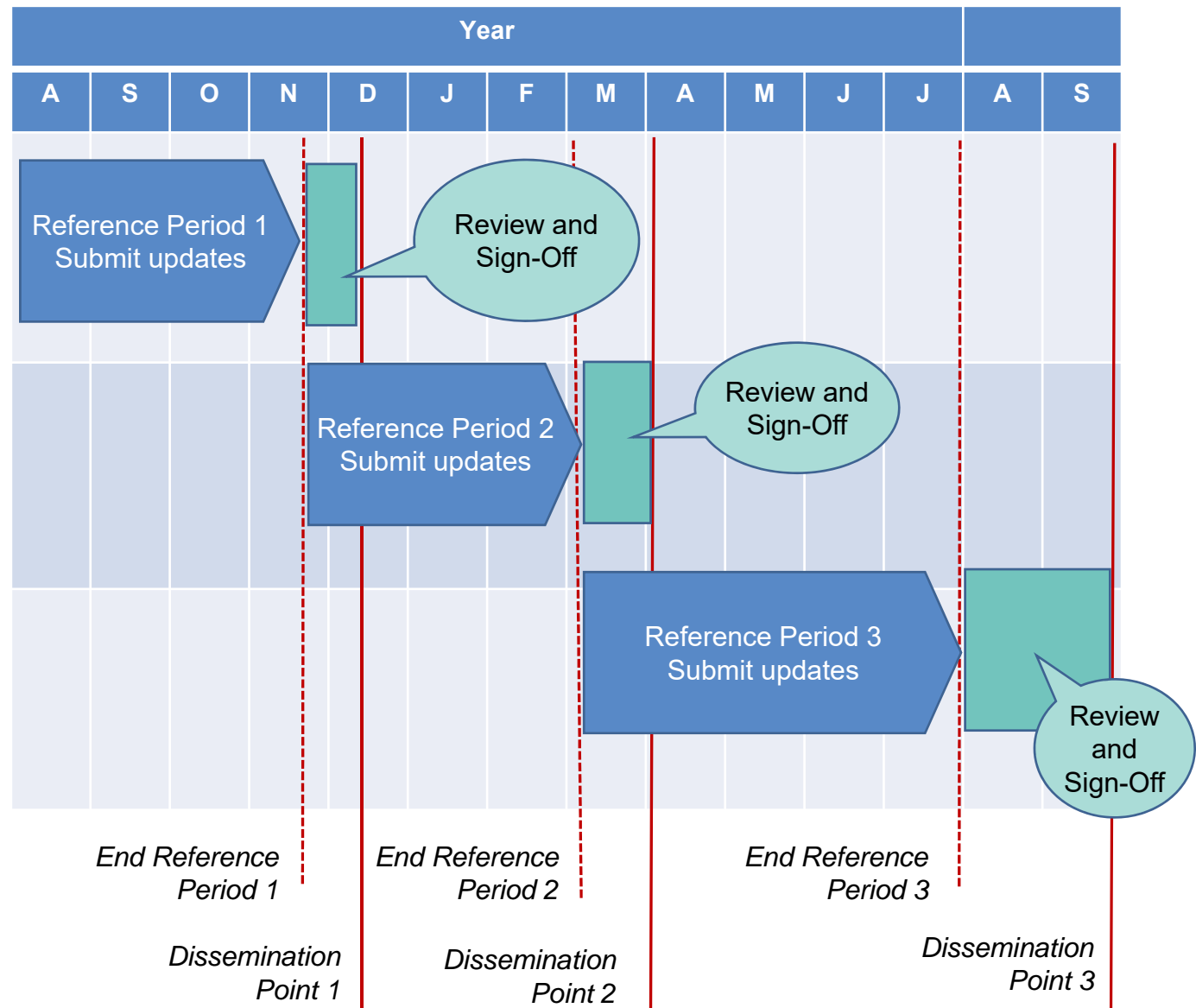
Dan Cook, Head of Data Policy and Development



What

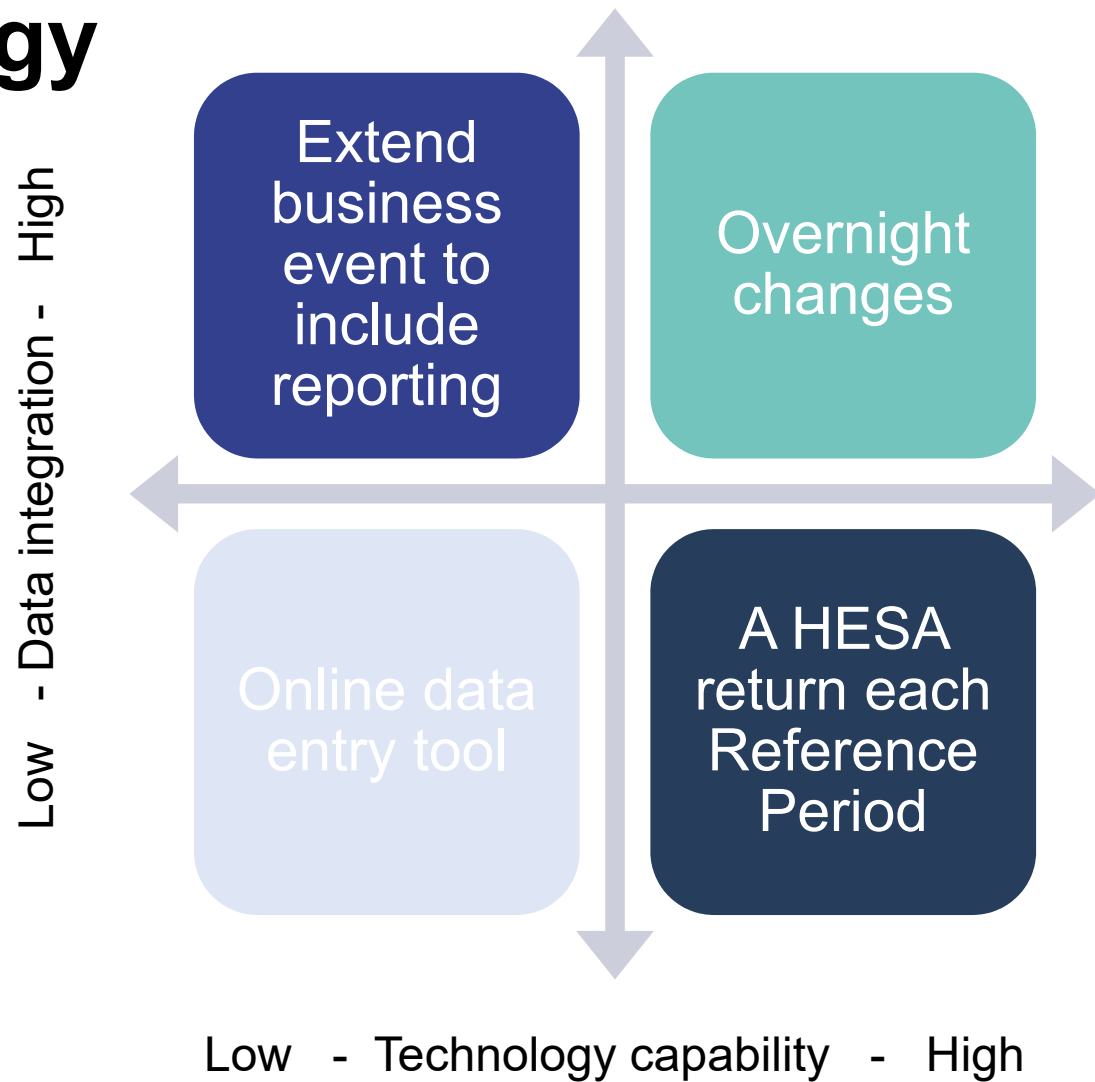


When

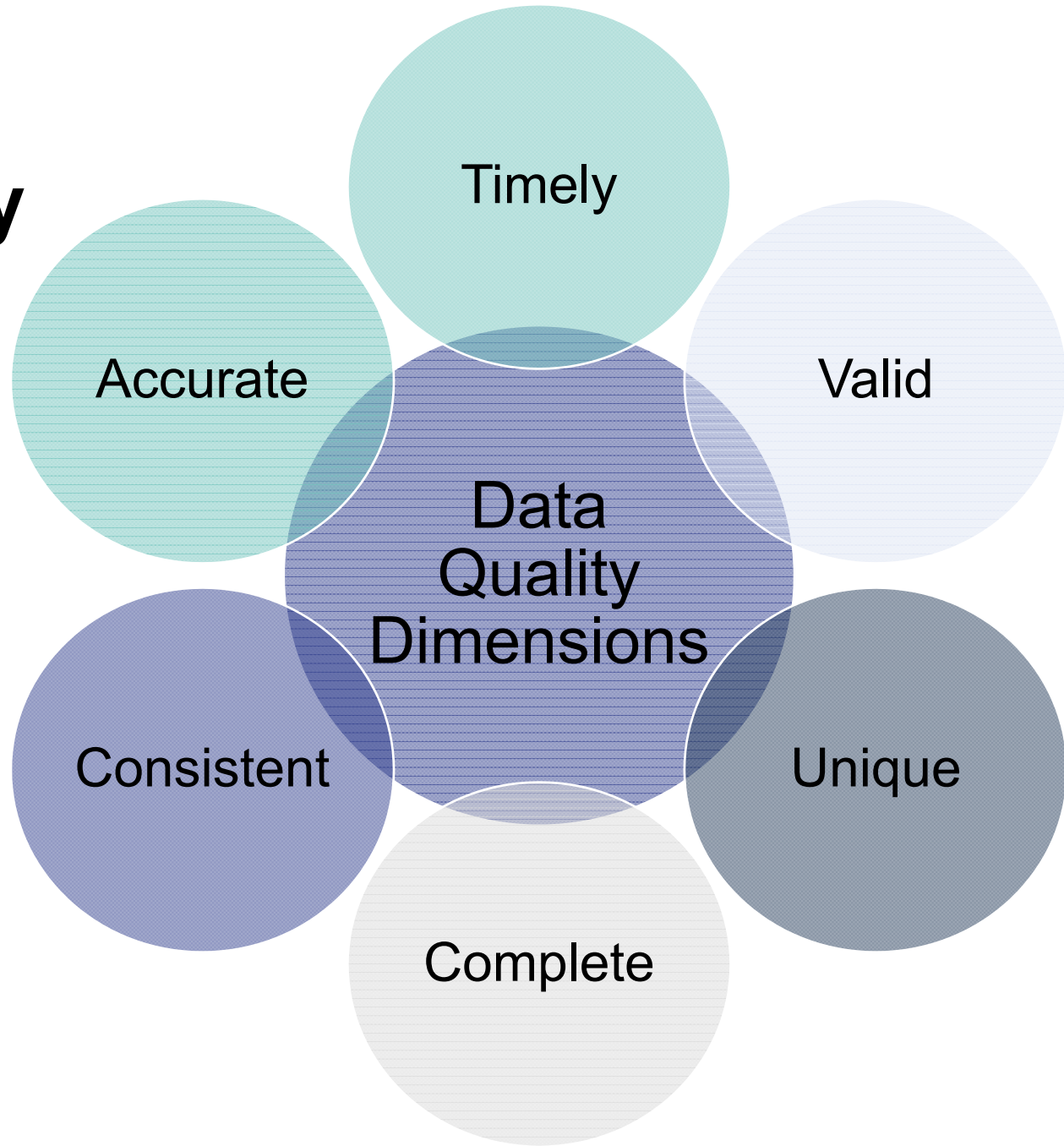


Indicative only

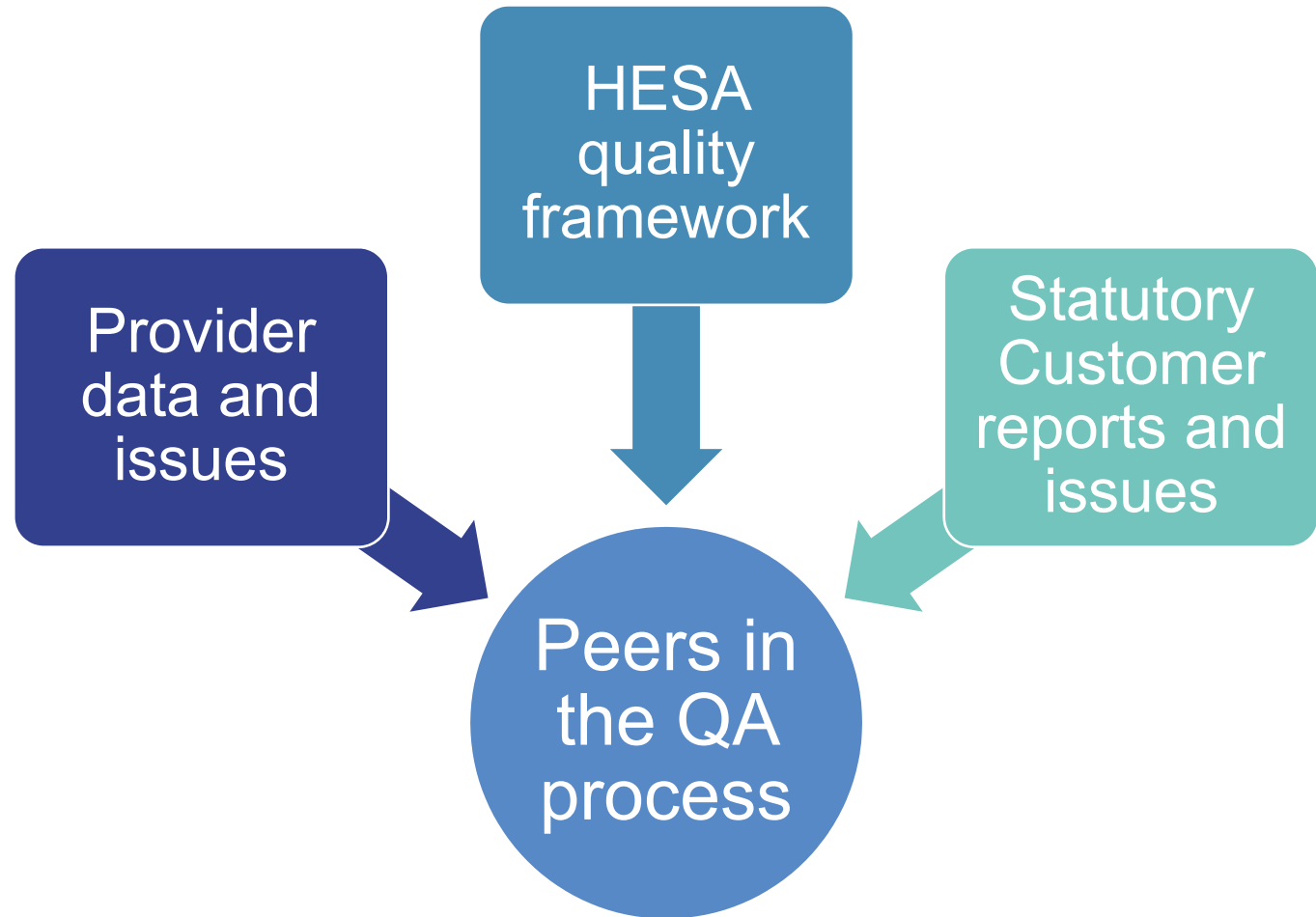
How: technology



How: quality



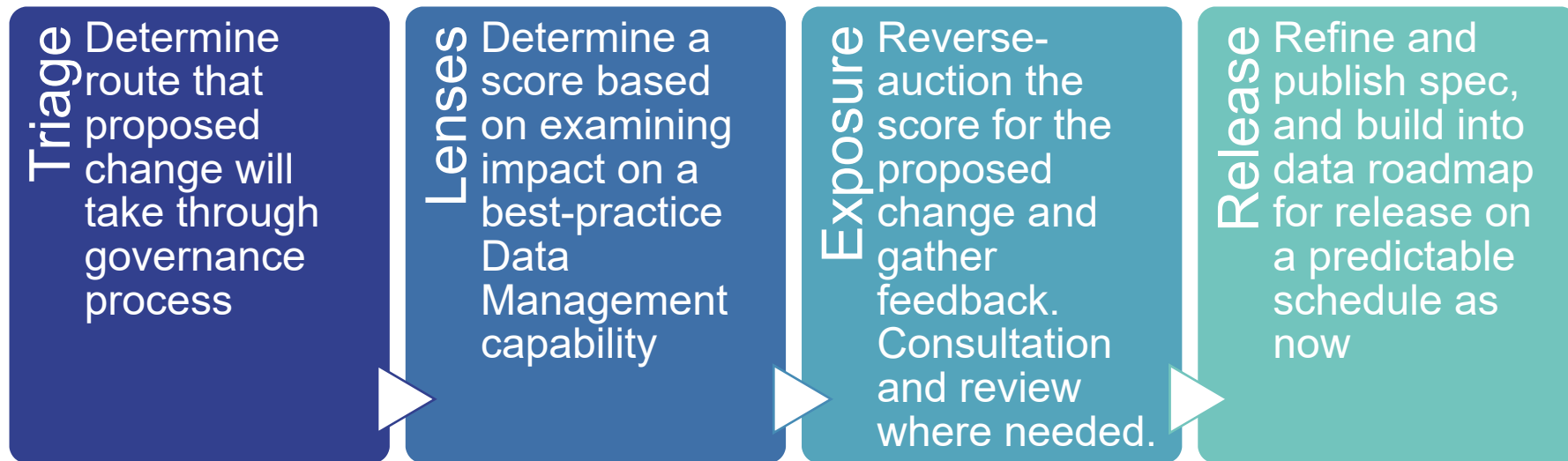
How: governance in action



How: governing requirements



How: burden assessment service



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