We will deliver our statutory and non-statutory data collection activities:
- On time and to the required quality.
- Only where there is a sufficient demand in the sector for non-statutory collections.
- Embed Graduate Outcomes as a standard Statutory Collection.
- With training and support for providers.
- In a way that monitors and minimises the burden of data collection.

We will progress the delivery of Data Futures:
- Delivering in-year student data for the regulator and statutory customers.
- Developing a fit-for-purpose data collection system for the sector.
- Upgrading HESA legacy systems.
- Working collaboratively with partners and stakeholders in the HE sector.

We will ensure our data and expertise are open and accessible through:
- Official and National Statistics.
- Publishing as much of our data as possible as open data.
- Self-service by developing a new open data delivery tool.
- Data for researchers and policymakers.
- Other publishing required in HERA s65.
- Providing data for public interest.

We will build a flexible, innovative and resilient organisation by:
- Prioritising data protection and information security.
- Investing in our staff.
- Focussing on our cost-base and medium-term funding model.
- Becoming more innovative and responsive to the external environment.
- Ensuring that we are open, accountable, transparent and customer focussed in everything we do.