



Department for Transport

Graham Leadbitter MP
House of Commons
London
SW1A 0AA

From the Secretary of State
Rt Hon Heidi Alexander MP

Great Minster House
33 Horseferry Road
London
SW1P 4DR

Tel: 0300 330 3000
E-Mail: heidi.alexander@dft.gov.uk

Web site: www.gov.uk/dft

1 April 2025

Dear Graham,

I write to you, following the Oral Statement on Monday 24 March 2025 relating to the Heathrow disruption on Friday 21 March 2025.

You asked whether we would commit to reviewing the level of operational resilience in those and other locations that host services critical to people's wellbeing, energy security, and national security, as well as commit to urgently reviewing my Department's response to this major incident, alongside Heathrow's.

Whilst Heathrow was able to reopen later in the day, which allowed for a small number of flights to operate that day, I believe that it is still crucial to ensure that lessons are learnt to avoid such incidents from reoccurring.

My Department will support Heathrow with the Kelly Review, which will assess the robustness and execution of Heathrow's crisis management plans, including its response to the incident and recovery efforts, and identify potential improvements for future resilience.

The Secretary of State for Energy Security and Net Zero, working with Ofgem, has commissioned the National Energy System Operator (NESO) to investigate this incident and identify broader lessons for energy resilience in critical infrastructure. NESO is expected to report initial findings to the Department for Energy Security and Net Zero (DESNZ) and Ofgem within six weeks. DESNZ has published the terms of reference for the NESO review, and they are available here: www.gov.uk/government/publications/review-into-the-north-hyde-substation-outage-terms-of-reference.

Additionally, in July 2024, the Government launched a resilience review to assess UK practices and policies for resilience against a wide range of risks. The evidence-based review will determine what should be kept, changed, or improved, with a final strategy due in Spring 2025. My officials will work with the sector to ensure that lessons are learnt and that plans reflect this.

The Government works continuously with industry, regulators, and other stakeholders to improve and maintain the resilience and security of energy infrastructure and to minimise the risk of unplanned outages. When incidents do occur, even exceptionally disruptive ones like this, industry have tried and tested response plans to minimise disruption to customers as quickly as possible.

Thank you for your interest on this matter. A copy of the letter has been placed in the Libraries of both Houses.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Heidi Alexander', written in a cursive style.

Rt Hon Heidi Alexander MP

SECRETARY OF STATE FOR TRANSPORT