



MINUTES

Session 2026-27

INDUSTRY AND REGULATORS COMMITTEE

Minutes of the 7th meeting held at 11:00 am on Tuesday 7 July 2026

Committee Room 3, Palace of Westminster

Present: Lord Best
Baroness Carberry of Muswell Hill
Baroness Drake
Baroness Harding
Baroness Hayter of Kentish Town
Lord Teverson
Lord Udny-Lister
Baroness Valentine

1. Apologies and notices

Apologies were received from Lord Barber, Lord Camoys and Lord Fuller.

2. The relationship between the Government and the defence industry: public evidence session

At 11:00am, the Committee heard from the following witnesses in public:

- **Colin Maund**, Founder and CEO, Hellios
- **Grace Cassy**, Partner, Ten Eleven Ventures

At approximately 11:45am, the Committee heard from the following witnesses in public:

- **Simon Galt**, Managing Director, Air, Qinetiq

A full transcript was taken.

Associated documents

- Note by the Policy Analyst (**IR/26-27/166**)

3. The relationship between the Government and the defence industry: next public evidence session

Members discussed potential topics and questions for the public evidence session with Lord Robertson on 14 July in relation to the Strategic Defence Review (SDR).

4. Forward Work Programme (IR/26-27/167)

The Committee took note of the forward work programme.

5. Minutes of the 6th Meeting

Members agreed the minutes for publication.

6. Any other business

- Press Notice (**IR/26-27/168**)
- Transcript of the meeting of 23 June 2026 (*circulated separately*)
- Written evidence (*circulated separately*)
 - DEF0001 (P Michaels)
 - DEF0002 (Professor Aurel Sari)
 - DEF0003 (Anonymous)
 - DEF0004 (Needles and Pins Aerospace Ltd)

Members agreed to accept DEF0001, DEF0002 and DEF0004 for publication. Members did not agree to DEF0003 because it was anonymous.

Date of next Meeting

The Committee will next meet on Tuesday 14 July at 11.00 am for the sixth public oral evidence session as part of the inquiry on the defence industry.

14 July 2026

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