To:	
Cc: Subject: Date:	RE: BI structured debrief 26 July 2021 17:17:24
Dear All	
Further to	email below, you should now have an invitation to a catch-up with
Thanks	
From:	
	ıly 23, 2021 4:50 PM
То:	
Cc: Subject: Bl stru	actured debrief

Hi All

As I think you are aware we have contracted an independent third party, (copied) to bring fresh eyes to assist us with a debrief of the BI case and look at what, if any, changes we could make going forward to assist us with our work. I am sure many if not all of us have 'BI fatigue' but ultimately this exercise will be part of the continual development we do as as part of our day to day activity.

Please remember the context for this case – a small regulator regulating a billion-pound leisure industry with limited powers and resources. So, this is not about questioning individual actions its about everything we have done on this case – which has been significant – and ensuring that there is a shared understanding of the context of regulation of BetIndex, what happened, and what can be learnt from it now.

It is unusual to do this work in some senses as its still 'live' but given the external environment, including the Gambling Act Review and Independent Review, this work will help us to agree a set of immediate and longer-term actions which will support:

- · handling of this case from this point on
- similar cases if they arose, and
- its work more generally.
- The output of this work will potentially help shape external recommendations too e.g. the review of the Gambling Act or the response to the DCMS review.

will set up 121 calls with each of us and The questions asked will be quite broad such as:

- · your role in this case
- the journey you have been on
- · any issues you have encountered
- observations on what went well and what could have been done differently
- what you see as key risks and issues now, including actions you'd like to see.

Thank as always for your continued amazing efforts!

Take care all and have a good weekend.



GAMBLING COMMISSION

