

**From:** [REDACTED]  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: BI structured debrief  
**Date:** 26 July 2021 17:17:24

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Dear All

Further to [REDACTED] email below, you should now have an invitation to a catch-up with [REDACTED]

[REDACTED]

[REDACTED]

Thanks

[REDACTED]

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**From:** [REDACTED]  
**Sent:** Friday, July 23, 2021 4:50 PM  
**To:** [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
**Cc:** [REDACTED]  
**Subject:** BI structured debrief

Hi All

As I think you are aware we have contracted an independent third party, [REDACTED] (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 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.

