Webinar: The impact of COVID-19 on the Future of Regulation
26 May 2020
Introduction

Hilde Van de Velde, Government & Public Services Leader Deloitte Belgium
Making an impact that matters, especially in unprecedented times

- The heart of resilient leadership: Responding to COVID-19
- COVID-19 and the virtualization of government
- COVID-19 impact on higher education
- The essence of resilient leadership: Business recovery from COVID-19
- Executing the COVID-19 recovery: A guide for governments for reopening and restoring their economies

Trust—Embedding trust into COVID-19 recovery
• Dedicated webinar for G&PS industry professionals

• Start of a series of tailor-made webinars

• Selection of topics that is of relevance for the industry and brought to you from a public sector perspective

• Content will be made available on our COVID-19 webpages
Planned G&PS Webinars | Overview

27 April
09:00 – 10:00
Government measures and state aid
Public procurement

12 May
09:00 – 10:00
Virtual working
Cyber

19 May
09:00 – 10:00
Future of Mobility

26 May
09:00 – 10:00
Future of Regulation

2 June
09:00 – 10:00
Tax recommendations

9 June
09:00 – 10:00
Citizen experience
Digital Learning
### Agenda

1. **SHIFTING FROM RESPONSE TO RECOVERY**
2. **THE IMPACT OF COVID-19 ON REGULATION**
3. **COVID-19: A NEW MOMENTUM FOR SIMPLIFICATION?**
4. **Q&A**
5. **WRAP-UP**

### Speakers

- **Hilde Van de Velde**  
  Government & Public Services Leader

- **Stijn Vandeweyer**  
  Director Deloitte Consulting

- **Kathleen De hornois**  
  Lawyer – Partner Deloitte Legal

- **Wim Naudts**  
  Lawyer – Senior Associate Deloitte Legal

- **Jasmine Coppens**  
  Lawyer – Senior Associate Deloitte Legal
Shifting from Response to Recovery

Hilde Van de Velde, Government & Public Services Leader Deloitte Belgium
Resilient leaders view **Recovery as a journey** for their organization, teams and stakeholders.

1. **Understand the Required Mindset Shift**
   - Success in Recover requires shifting the team’s mindset from crisis, contingency and reacting to program, planning and reinventing.

2. **Identify and Navigate the Uncertainties and Implications**
   - Crisis has introduced major uncertainties to be navigated / anticipated, especially changing social, institutional, investor, customer and human contracts.

3. **Embed Trust as the Catalyst to Recovery**
   - Capitalizing on / building trust is essential to lead followers through the unknown; trust is human and multi-dimensional: physical, emotional, financial and digital.

4. **Define the Destination, and Launch Recover Playbook**
   - Defining success in Recover requires leaders to make a series of choices and then run short sprints to advance to the desired destination.

5. **Learn From Others’ Successes**
   - Recovery is unchartered territory and therefore observing and learning from others’ recovery strategies is critical.

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Resilient Leadership: Business Recovery from Covid-19
As they embark on Recover, resilient leaders shift the organization’s mindset from today to tomorrow.

### 1 – Understand Required Mindset Shift

<table>
<thead>
<tr>
<th>Situation</th>
<th>Focus</th>
<th>Management</th>
<th>Planning</th>
<th>Attitude</th>
<th>... FROM RESPOND</th>
<th>... TO RECOVER</th>
<th>... IMPLICATION FOR JOURNEY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unpredictable</td>
<td>Inward-looking</td>
<td>Crisis management</td>
<td>Contingency planning</td>
<td>Reacting</td>
<td>“Interim” normal</td>
<td>Market-facing</td>
<td>The Recover PMO may need a different skill set</td>
</tr>
</tbody>
</table>

- **Start by defining the destination at the end of Recover**
- **Articulate the destination as stakeholder outcomes**
- **Model to align financial resources to the ramp up of operations**
- **Opportunity to energize team by imagining successful future and embracing trust as the catalyst**
COVID-19 pandemic implications

### FINANCIAL FALLOUT

- Biggest blow to global economy since the Great Depression
- Shock to public finances likely to be very sharp but relatively short

### PAN-INDUSTRY IMPLICATIONS

- Remote working could be here to stay
- The case for digital, data sharing and analytics has been remade
- Public sector work has been revalued
- Lines between sectors have blurred
- Resilience has been recast and that includes cyber and climate security
- Nationalism vs globalisation debates continue to polarise politics
- Responsible business has been redefined

### SECTOR-BY-SECTOR IMPLICATIONS

<table>
<thead>
<tr>
<th>Sector</th>
<th>Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Gov.</td>
<td>Building resilience and restoring economies will be priorities. Governments may be radical in driving industrial strategies and tackling inequalities. Higher Education faces serious medium-term revenue issues.</td>
</tr>
<tr>
<td>Transport</td>
<td>Operators face revenue shortfalls as commuter numbers remain suppressed and investment programmes may need to be recast in light of new travelling patterns.</td>
</tr>
<tr>
<td>Defence, Security &amp; Justice</td>
<td>Police forces face new demand patterns as the night-time economy remains subdued but domestic and cyber crime rises. Court systems could accelerate digital change while defence re-evaluates threats.</td>
</tr>
<tr>
<td>Health &amp; Social Care</td>
<td>Spending will be prioritised as public support continues to surge. Programmes to support the ageing population in social care, as well as digital programmes and use of data, could be accelerated.</td>
</tr>
<tr>
<td>Int. Donor Orgs</td>
<td>International institutions will find themselves under greater scrutiny – but potentially with access to much more funding – as governments rethink the global support landscape.</td>
</tr>
</tbody>
</table>

### Different recovery profiles for different economies:

- Western advanced
- Nordic social welfare
- Middle East reforming

The pandemic could mark a tipping point for economies with pre-existing structural issues including over-reliance on oil and gas.
As they embark on Recover, resilient leaders shift the organization’s mindset from today to tomorrow.

The figure models the COVID-19 crisis over time across the three overlapping phases governments will pass through: Respond, Recover, and Thrive.

**Act to promote safety and continuity**
- Focus on essentials
- Offer maximum flexibility
- Use maximum speed

**Restore and emerge stronger**
- Move toward normalcy
- Offer high flexibility
- Use high speed

**Prepare for the next normal**
- Build long-term enhancements to the public sector
- Establish a better foundation for the future
- Create a new level of flexibility

"You don’t make the timeline; the virus makes the timeline."
— Dr. Anthony Fauci

**Source:** Governments' response to COVID-19

Note: These timelines may change
The impact of COVID-19 on the Future of Regulation

Jasmine Coppens & Wim Naudts, Deloitte Legal
The Future of Regulation

Principles, tools and technologies for tomorrow’s regulator
Regulators face business and technological challenges in today’s fast changing COVID-19 environment.

Scholars have identified a host of challenges emerging technologies present to traditional regulatory models, ranging from coordination problems to regulatory silos to the sheer volume of outdated rules.
1. **Adaptive regulation**

*Adaptive regulation* relies on trial and error and co-design of regulation and standards; it also has faster feedback loops that allow regulators to evaluate policies against set standards, feeding inputs into revising regulations.
2. Regulatory sandboxes

*Sandboxes* are controlled environments allowing innovators to test products, services, or new business models without having to follow all the standard regulations.

*Accelerators* are designed to speed up innovation. They often involve partnerships with private companies, academic institutions, and other organizations that can provide expertise in certain areas.
Outcome-based regulation specifies required outcomes or objectives rather than defining the way in which they must be achieved. This model of regulation offers businesses and individuals more freedom to choose their way of complying with the law.
Risk-weighted regulation

Advanced analytics and AI can be used to analyse data and detect new patterns and trends. This will help industries and companies go through a more streamlined and predictable approval process, contingent on their providing access to key information.
...And then consider these four examples...

1. Belgian Notary public
2. Obligation to appear in person
3. Municipal council
4. Council of State

“Necessity is the mother of invention”
COVID-19: a new momentum for simplification?

Stijn Vandeweyer, Director Deloitte Consulting
The lessons of the COVID 19 Crisis provide opportunities and challenges for regulators.
“What simplification should the government speed up now and remains relevant after the COVID-19 crisis?”

To answer this question, please go to www.menti.com and use the code 58 81 41
COV ID-19: a new momentum for simplification?

Priorities for Belgian Government

Single Digital Gateway as a catalyst for Only Once & e-government in Member States

The **One-Only Principle (OOP)** aims at increasing the efficiency and effectiveness of public administrations and reducing the administrative burden on citizens and businesses.

Services built on the OOP consist in:

- Re-using data held by one administration and providing it directly to another administration;
- Asking information to the citizens and businesses only once.

In October 2018, the **Single Digital Gateway (SDG) regulation** was adopted to create a one-stop shop for citizens and businesses who look for information, procedures and assistance services. Member States are required to:

- Ensure access to information for a series of administrative procedures (by December 2019);
- Offer fully online a series of administrative procedures (by December 2023);
- Set up a technical system for the cross-border automated exchange of evidence and application of the ‘once-only’ principle (by December 2023).

**All levels of governance (national, regional, local)** are concerned as long as a competent authority is in charge of a procedure in scope or if it lawfully issues an evidence relevant for such procedures.

<table>
<thead>
<tr>
<th>SDG Life Event</th>
<th>Procedures to be offered fully online for EU citizens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birth</td>
<td>Requesting proof of registration of birth</td>
</tr>
<tr>
<td>Residence</td>
<td>Requesting proof of residence</td>
</tr>
<tr>
<td>Studying</td>
<td>Applying for tertiary education study financing</td>
</tr>
<tr>
<td></td>
<td>Requesting academic recognition of diplomas</td>
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<td></td>
<td>Admission to public tertiary education institution</td>
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<tr>
<td>Working</td>
<td>Application for a European Health Insurance Card</td>
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<td></td>
<td>Notifying changes circumstances</td>
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<td></td>
<td>Determination of applicable legislation</td>
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<tr>
<td></td>
<td>Submitting an income tax declaration</td>
</tr>
<tr>
<td>Moving</td>
<td>Obtaining emission stickers</td>
</tr>
<tr>
<td></td>
<td>Obtaining stickers for use of road infrastructure</td>
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<tr>
<td></td>
<td>Registering a change of address</td>
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<tr>
<td></td>
<td>Registering a motor vehicle</td>
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<tr>
<td>Retiring</td>
<td>Claiming pension and pre-retirement benefits</td>
</tr>
<tr>
<td></td>
<td>Requesting information related to pension</td>
</tr>
<tr>
<td>Starting, running and closing a business</td>
<td>Notification, changes and termination of business activity as well as needed permits</td>
</tr>
<tr>
<td></td>
<td>Notification to social security schemes</td>
</tr>
<tr>
<td></td>
<td>Payment of social contributions for employees</td>
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<tr>
<td></td>
<td>Registration of an employer</td>
</tr>
<tr>
<td></td>
<td>Registration of employees</td>
</tr>
<tr>
<td></td>
<td>Submitting a corporate tax declaration</td>
</tr>
</tbody>
</table>
COVID-19: a new momentum for simplification?

Priorities for Belgian Government

Quality criteria for the simplification and revision of procedures and forms (Better Regulation)

- **Necessary and proportional**
  - with regards to the goal it aims to achieve

- **Legitimate**
  - and not asking for more than is legally defined and compliant with the Only Once-law(s)

- **Coherent**
  - with regards to broader procedures and policies

- **Applicable and binding**
  - in the sense that it can be executed

- **Simple and efficient**
  - in the sense of easy to understand, to use and to complete

- **Clear and accessible**
  - in the sense that information and help about the procedure is readily available

- **Motivated and coordinated**
  - in the sense that the citizen or business is given a clear view on the “why” of the procedure

- **Permanent relevant**
  - in the sense of remaining relevant through disruption or futureproof
COVID-19: a new momentum for simplification?

Administrative simplification by Belgian Government

Federal Government

Shifting to DAV 2.0.

- Integrating quality of regulation, with simplification and digitization, across all organizational boundaries
- A transparent regulatory agenda
- Collaborative regulation involving external stakeholders (citizens, SME, larger companies, ...)
- A better collaboration between legislative, executive and judiciary
- Prioritized actions that are most valuable for citizens and companies, e.g. Single Digital Gateway & Only Once

The federal Court of Auditors recommends that the Minister (and the DAV) develop a government-wide strategy within the federal government that is more in line with the evolutions in the OECD’s and the EU’s vision and that integrates all the components of administrative simplification (quality of regulation, process simplification, digitization) structurally in the federal policy, management and regulatory cycle.

Burgerprofiel

- Better regulation: outcome based regulation, collaborative regulation via participation platforms, innovation-friendly regulation
- “Right to challenge”

Flemish Government

Brussels Government

A new strategic vision 2020-2025

- Accessible and easy-to-understand information on procedures
- Reduction of administrative burden
- Inclusion is a key priority
- Reuse of data (Only Once, Open Data)
- Automatic allocation of rights
- Future-proof legislation
- Paperless administration
- Sustainability

Walloon Government

Accelerate the shift

- Improving user experience by increasing the responsiveness and efficiency of the administration
- Accelerate and develop the use of data by ensuring their security
- Digitization of processes & automation – e.a. through a new Digital Delivery Unit (CIO Team)
- Strengthening a multichannel approach, including via Social Media

Local Government

Mémorandum SPW – Ambition for 2030

Civil Status Acts Registry

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Webinar | 26 May 2020
Digital is the new normal

- Social distancing
- Virtual working
- Booming e-commerce
- Digital payment
- Digital teaching
- Digital health
- Online connections

Will covid-19 administrations push massively towards digitization and simplification?

Will covid-19 citizens' expectations of simplification change fundamentally?
COVID-19: a new momentum for simplification?

A lever for simplification in Belgium

RESPOND

Act to promote safety and continuity

- Telehealth (digital doctors note, quarantaine certificate, reimbursement of mutualities, ...)
- eSignature for signing notarial acts
- Digital justice: 12,000 Webex meetings with 30,000 persons in the first month; first court hearings; online visits for prisoners, ...
- City councils via MS Teams
- Local administrations work on appointment (e.g. recycle park, birth declaration, ...) 
- Acceleration of e-services by local communes (Civil Status Acts Registry, Mijn Dossier / Mon Dossier...)
- Deferral of permits (e.g., environmental permits, inspection certificate, provisional driving license, ...)

RECOVER

Restore and emerge stronger

- AI & cognitive technologies throughout administrative procedures and assistance services
- ...

THRIVE

Prepare for the next normal

- Single Digital Gateway
- Once Only Principle
- ...

Next steps:

- broad business-driven ownership to scale up all ad-hoc initiatives through “Recover” and “Thrive” phase
- learn from experimental sandboxes during COVID-19
Fast tracks and streamlining

Republic of Korea
• To avoid supply difficulties for chemical imports, Korea simplified procedures for exemption from chemical substance registration for 44 COVID-19 related chemicals. It takes one day for the whole process to be completed, while it used to take 14 days.
• To ensure the stable supply of disposal containers, Korea has temporally relaxed manufacturing standards to shorten the inspection period from 14 to 7 days.

Semi-automatic permit granting

Poland
• The Polish legislated introduced new articles stipulating that during the period of epidemic threat or epidemic status announced due to COVID-19, the provisions regarding issuance of occupancy permit shall not apply.
• Applications for occupancy permits submitted before the act entered into force shall be treated as a notification of completion of construction if no decision on the occupancy permit has been issued.

Simplified access

Finland
• Finland has simplified the existing application process for family benefits, although almost the same rules continue to apply.

Italy
• Italy has simplified rules for access to unemployment benefits.
• The country has also simplified procedures for applying for an allowance to compensate the temporary interruption of work of employees.

Limited evidences

The Netherlands
• The Netherlands has stopped sending life certificate forms to Dutch pensioners abroad for a period of six months. These certificates are used to prove to the Dutch authorities that the pensioner is still alive and need to be signed by the competent authority of the country of residence.

The Netherlands
• Slovakia exceptionally has gone one step further: pensioners abroad will be requested for confirmation by sending a self-signed certificate of living.
A lever for simplification

Digitalization in the context of COVID-19: building blocks for authentication

**Authentication of persons**: the authentication of citizens’ identities is of paramount importance as citizen to government interactions become more digital. Administrations can reuse building blocks on the federal level (FOD BOSA, Federal Authentication Service), which ensure correct identification.

**Authentication of documents**: in the short term, less digitally mature administrations will use e-mail to interact with citizens. Certificates that normally require to be handled in physically, will now be sent as scans or PDF-files and need to be authenticated.

A reusable solution is the use of QR-codes that summon the original certificate from an online server, as is already the case for criminal record extracts and civil status certificates.
COVID-19: a new momentum for simplification?

A lever for simplification

Recommendations for opening the Central Registry of Criminal Record Extracts as a lever and authentic source

Today's procedure is complex, long and inefficient

- **Company** asks a citizen for his criminal record extract
- **Citizen** goes to **municipality**
- **Municipality** gives the citizen a form to determine which type of extract is needed
- **Company** fills in the form and returns it to the citizen
- **Citizen** sends the form to the company
- **Citizen** returns to the municipality
- **Municipality** gives the correct extract
- **Citizen** gives the extract to the company

*In some municipalities, this procedure can partially be done online*

Our recommended to be procedure

- Leveraging the Central Registry through an online webservice
- Simplifying and clustering the different types of extracts

Simplified to 4 different types

1) Services to persons
2) Financial and economical professions
3) Security
4) Transport professions

34 types today

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Using tools such as RegExplorer can regulators support to review their regulatory corpus using AI.
Regulators have dealt with crisis previously – SARS, Bird Flu, 9-11 – and as expected regulations exist to handle all manner of different scenarios ranging from the continuation of essential contractor services (DOD); to special responsibilities of hospitals in emergency cases (CMS); to the temporary employment of foreign workers in emergency situations (DOL).

Using RegExplorer, we can analyze the Code of Federal Regulations (CFR) sections across multiple agencies related to “pandemic”.

RegExplorer™

By the numbers:
219,363 sections of regulation, covering
183 major federal agencies, and
147 sub agencies

Includes a multitude of regulations:
7,913 sections related to emergencies, across
111 agencies, and
111 sub agencies

But then again, very little:
1 section related to coronavirus (for canines)
11 sections on pandemics
What did the regulations say prior to the COVID 19 Crisis?

The US federal response to the COVID-19 touches complex regulatory topics that are overseen by a large number of agencies.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Sections</th>
<th>Agencies</th>
<th>Sub-Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laboratory</td>
<td>3,798</td>
<td>54</td>
<td>74</td>
</tr>
<tr>
<td>Emergency Response</td>
<td>531</td>
<td>28</td>
<td>37</td>
</tr>
<tr>
<td>Quarantine</td>
<td>896</td>
<td>17</td>
<td>23</td>
</tr>
<tr>
<td>Infectious Disease</td>
<td>89</td>
<td>10</td>
<td>16</td>
</tr>
<tr>
<td>Unemployment</td>
<td>1,081</td>
<td>52</td>
<td>57</td>
</tr>
<tr>
<td>Small Business</td>
<td>3,213</td>
<td>66</td>
<td>60</td>
</tr>
<tr>
<td>SNAP</td>
<td>226</td>
<td>19</td>
<td>20</td>
</tr>
<tr>
<td>Telehealth</td>
<td>84</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>
But the number of regulations – or lack of them – are not the only issue faced by regulators. The complexity of some critical regulations make them hard to navigate and regulators need to understand the upstream and downstream impacts and implications.

**Veteran Testing Payment Coverage**

Payment for COVID-19 testing is a critical issue facing veterans. VA will need to interpret its copayment regulation 38 CFR 17.108, shown below, to determine veteran coverage for COVID lab testing.

**National School Lunch Program**

With so many school systems closing many children had the potential to lose access to essential school meals. But navigating this regulation is highly complicated and potentially fraught with unintended consequences.

The definition for National School Lunch Program CFR 7-4-210.2 contains 63 citations or references to other regulations spread across Title 7, 16 and 21.
What did the regulations say prior to the COVID 19 Crisis?

The age and edit history of regulations also provide regulators with insights on the preparedness of the regulatory corpus to deal with new and emerging crisis.

The Department of Labor Occupational Health and Safety Administration has 1,383 sections of regulations in its mandate from the CFR. Approximately 65% of these regulations have not been edited since inception.

The regulations are, on average, 30 years old, and the average time since last edit is 24 years.

Adding the keyword “virus” to the DOL OHSA data reveals 5 relevant sections, one of which (CFR 21-6-1910.1020) is related to access to employee to exposure and medical records. This regulation was last updated in 2011 and therefore might need to be reviewed and revised to provide the Federal Government with the needed data to support analysis of coronavirus impact on federal workers.

RegExplorer provides fast access to this regulatory data but it remains the domain of the subject matter experts in OHSA to determine whether the regulation remains relevant and useful.
US Congress has passed several emergency measures to help deal with the COVID 19 crisis. The Families First Coronavirus Response Act took just 9 days to pass through the legislative process.

**Regulatory impact areas:**
- Nutrition assistance
- Grants
- Paid Leave
- School lunches
- Diagnostic testing
- Uninsured citizen testing
- Veteran testing

Source: GPS COVID PMO
What emergency regulations were enacted to deal with the crisis?

A second measure known as the CARES Act focused on economic relief in response to concerns about a stalling economy, falling equity markets, and the loss of income and wages especially for individuals and families who jobs have been effected.

Regulatory impact areas:

- Tax filing
- Unemployment
- Business incentives
- Small businesses
- Retirement accounts
- Student loan payments

S. 3548 - CARES Act (Phase 3 & 4) (as of 03/23/20)

The economic relief introduced in this package comes amid economic turmoil due to the outbreak of COVID-19 and includes provisions such as individual payments to Americans, business loans, and a variety of other aid measures.

**Individual Payments**

- Package would guarantee $1,200 to individuals making less than $75,000, ($2,400 for eligible married couples making less than $150,000 combined) and an additional $500 for every child. Status is based on 2018 tax filings.
- For those making above $75,000, the payment is reduced by $5 for every $100 earned over that limit, eliminating the benefit altogether for those making $99,000 and above.

**Business Loans**

- Provides $58 billion to the airline industry, as $50 billion in loan guarantees for passenger airlines and $8 billion for cargo airlines
- $150 billion for large businesses in other sectors
- $300 billion for small businesses

**Other Provisions**

- Extends deadlines for tax return filings to July 15
- Eliminates penalties for early withdrawals from retirement accounts for coronavirus-related purposes up to $100,000
- Various Department of Education directives, including deferment of student loan payments and allowing for the continuation of work-study payments to students who cannot work due to the virus

Sources: Axios, National Journal

Sourced from GPS COVID PMO
Section 3: How should regulators review regulations in the aftermath to be better prepared for next time?

While all Federal agencies have regulation that could be subject to review, some major agencies will be more significantly impacted by the implications of crisis. Utilizing the major impact areas from the recent Congressional measures will direct these agencies on where to start.

<table>
<thead>
<tr>
<th>Agency</th>
<th>Impact Area</th>
<th>CFR Reference</th>
<th>Last Edit</th>
<th>Potential Review Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture – Food and Nutrition Service</td>
<td>Nutrition assistance / SNAP</td>
<td>CFR 7-4-272.2: The State agency shall submit with the Budget Projection Statement a narrative justification documenting and explaining the assumptions used to arrive at the projections. The narrative shall cover such subjects as...... including the anticipated impact of economic conditions (and in particular unemployment) and seasonality; cost implications of corrective action plans;......</td>
<td>1981</td>
<td>Does the Budget Protection Statement need to be broadened to account for assumptions in anticipation of national emergencies? What are the expectations of FNS to accommodate the accounting for the COVID 19 crisis?</td>
</tr>
<tr>
<td>Agriculture – Food and Nutrition Service</td>
<td>School lunches</td>
<td>CFR 7-4-210.2: The period shall be a normal school week of five consecutive days; however, to accommodate shortened weeks resulting from holidays and other scheduling needs, the period shall be a minimum of three consecutive days and a maximum of seven consecutive days.</td>
<td>1988</td>
<td>Was this regulation and the term “other scheduling needs” sufficient to accommodate the school lunch program during the COVID 19 crisis?</td>
</tr>
<tr>
<td>CFPB</td>
<td>Unemployment</td>
<td>CFR 12-8-1005.15: A government agency is deemed to be a financial institution for purposes of the Act and this part if directly or indirectly it issues an access device to a consumer for use in initiating an electronic fund transfer of government benefits from an account, other than needs-tested benefits in a program</td>
<td>2011</td>
<td>In light of the Care Act provisions for Individual Payments, did this regulation sufficiently support the purpose, intent and execution of the Administrations and Congress’ measure to support low wage individuals and families who lost income during the crisis?</td>
</tr>
<tr>
<td>Treasury – Internal Revenue Service</td>
<td>Tax filing</td>
<td>CFR 26-20-301.7508A-1: Postponement of certain tax-related deadlines by reasons of a federally declared disaster or terroristic or military action.</td>
<td>2009</td>
<td>Given the IRS extended the tax filing deadline it appears this regulation worked effectively? However what lessons were learned that might require the regulation to be updated?</td>
</tr>
</tbody>
</table>

**Important Note:** RegExplorer does NOT make recommendations on regulatory reform. It does however assist regulators find regulations that may be appropriate for review. Government SMEs are responsible for review recommendations and decisions.
As emerging technologies evolve, regulators across governments and agencies are rethinking their approaches and adopting agile, iterative, and collaborative models. This is primarily driven by (1) the volume of regulation, (2) the complexity of regulation, and (3) the need to mitigate the loss of institutional memory.

Technology driving change in regulatory analysis
How can regulators use technology to support regulatory change and complement institutional knowledge?

RegExplorer has been specifically designed by Deloitte for regulators to assist subject matter experts with fast, consistent and insightful analysis of their regulatory corpus and, ...... access and learn from other regulations in multiple jurisdictions nationally, sub-nationally and internationally.

RegExplorer uses publicly available datasets and presents it in a manner that takes only clicks to get to key regulations rather than the days, weeks or months it would take for humans to manually process it.

RegExplorer presents multiple analytics views developed and designed based on extensive research with regulators and users. These views help answer most clients initial questions.

### Current Datasets Available
- US – Federal
- Canada – Federal
- EU – Legal Acts
- EU – International Treaties
- EU – Articles
- UK – Public General Acts
- Australia – NSW
- Denmark - Federal

### Datasets Coming Soon
- US – Ohio
- US – Tennessee
- US – California
- US - Texas
- UK – Statutory Instruments

Dataset priorities driven by client need and sales
Wrap-up
Kathleen De Hornois, Partner Deloitte Legal
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<th>Highlights</th>
<th>RESPOND</th>
<th>RECOVER</th>
<th>THRIVE</th>
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<tr>
<td><strong>Thought Leadership</strong></td>
<td>Governments’ response to COVID-19: Civil Government</td>
<td>How COVID-19 is challenging orthodoxies in airport customer experience</td>
<td>Higher education remade by COVID-19: Scenarios for resilient leaders</td>
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<td>Understanding the Sector Impact of COVID-19: DS&amp;B Sector</td>
<td>Tackling the COVID-19 crisis: Three priorities for revenue agencies</td>
<td>Higher education’s coming enrollment crunch (May 11th)</td>
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<td>Understanding the Sector Impact of COVID-19: IDOs</td>
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<td>Resilient public service workforce of the future (June)</td>
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<td><strong>Interactive Tools</strong></td>
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<td>COVID-19 Government Response Portal</td>
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<td>Center for Fiscal Systems Microsite</td>
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<td><strong>Virtual Events</strong></td>
<td>Local Government and COVID-19 Webinar</td>
<td>Dbriefs Webcast: Governments’ response to COVID-19: Executing the recovery</td>
<td>Meeting of the Minds Webinar (May 27th)</td>
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<td>Recover and Thrive: Regulating Mobility in a Disrupted World (June 15th)</td>
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<td>Smart Cities Institute Webinar (June 18th)</td>
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Global GPS COVID-19 Resources

**LCSPs**
- Deloitte COVID-19 Government Response Portal
- Deloitte Center for Fiscal Systems
- Building Resilience through COVID-19: Briefing Document for Global LCSPs
- COVID-19: TalkingPoints for LCSPs
- COVID-19 Rapid Response Knowledge Package: Command Centre
- COVID-19 Rapid Response Knowledge Package: Supply Chain
- Client Impact Stories
- Client FAQs by geography

**GPS Sectors**
- Understanding the Sector Impact of COVID-19: Civil Government
- Understanding COVID-19 impact on transport organizations: Guidance for transportation leaders
- COVID-19’s Impact on the Defense, Security, and Justice Sector
- Understanding the Sector Impact of COVID-19: Health Care
- Understanding the Sector Impact of COVID-19: Social Care
- Understanding the impact of COVID-19: International Development Organizations (IDO)

**Insights**
- Governments’ response to COVID-19: From pandemic crisis to a better future
- The World Remade by COVID-19 – Scenarios for Resilient Leaders
- COVID-19 Economic Cases: Scenarios for Business Leaders
- COVID-19: The recovery of organizations and supply chains
- The heart of resilient leadership: Responding to COVID-19 - A guide for senior executives
- Resources for resilient leadership - Actions for senior executives
- Could the response to COVID-19 change how the world responds to future outbreaks?
- Global Health Care COVID-19 Offerings
- Cybersecurity Considerations during a Global Pandemic

**Top Trending on D.com**
- The heart of resilient leadership
- COVID-19: Managing supply chain risk and disruption
- The World Remade by COVID-19
- COVID-19’s impact on the defense, security, and justice sector: Guidance for defense, security, and justice leaders
- Activate and empower COVID-19 command center
- Future of Work: Ways of working in uncertain times: Increasing organizational resilience in the face of COVID-19
- COVID-19: Practical workforce strategies that put your people first
- See what people are reading on D.com

**Account Teams**
- Virtual Pursue to win
- Empowering practitioners to work differently: virtual meeting guide
- COVID-19 Rapid Response Knowledge Packages

**COVID-19 Client Resources site on Knowledge Exchange (KX)**: Supports client discussions on how to respond, recover and thrive in the wake of COVID-19. Material includes thought leadership from Deloitte Insights, LCSP talking points, client impact stories, key contacts, project proposals and more. Share COVID content and client impact stories for KX [here](#).

**Combating COVID-19 with resilience on D.com**: Deloitte’s global insights to help not only with response to this crisis, but recover and thrive.

**Need assistance?**
Reach out to [Susan Sallier](#): Global GPS Knowledge Leader for assistance in making knowledge connections.

Contact the [Global GPS Nerve Center Team](#) for help tracking down information and knowledge to aid proposal work or to submit a request for customized research reports and analysis.
Planned G&PS Webinars | Overview

27 April
09:00 – 10:00
Government measures and state aid
Public procurement

12 May
09:00 – 10:00
Virtual working
Cyber

19 May
09:00 – 10:00
Future of Mobility

26 May
09:00 – 10:00
Future of Regulation

2 June
09:00 – 10:00
Tax recommendations

9 June
09:00 – 10:00
Citizen experience
Digital Learning
Thank you for attending!