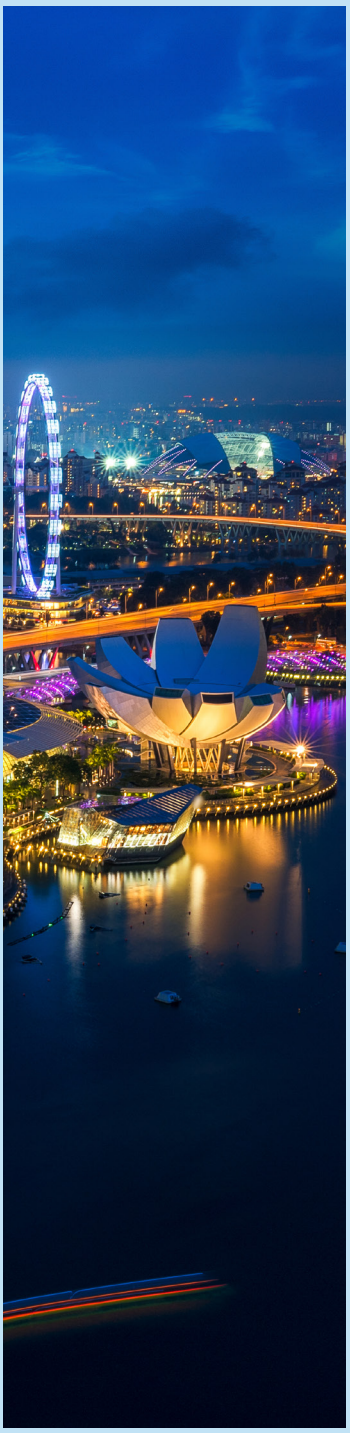
VIEW POINT



FROM RECORDS TO INTELLIGENCE:

BUILDING TRUSTED KNOWLEDGE FOUNDATIONS FOR AI IN SINGAPORE'S PUBLIC SECTOR

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Singapore's public sector already has a strong digital foundation, and agencies are extending that momentum into AI-enabled operations. At the center of that shift is a simple idea: records are an agency's institutional memory, and AI's real value lies in unlocking that memory, connecting it across systems, and putting it to work in daily decisions. As AI adoption accelerates, decisions are only as reliable as the information behind them: how well it is sourced, and how well it is governed.

Records Management Systems (RMS), once little more than compliance repositories, now operate as enterprise knowledge platforms, supporting discovery and decision-making, and, increasingly, the operational intelligence AI-enabled work requires. Based on their experience supporting public-sector modernization programs across the region, Infosys and Newgen see this as the next phase of Singapore's digital journey: institutional knowledge that is governed, searchable, secure, and usable through AI-assisted workflows. Agencies that strengthen this base today will scale AI more responsibly across public-sector operations.

RECORDS MANAGEMENT AS A STRATEGIC PUBLIC-SECTOR CAPABILITY

Digital transformation initiatives are expanding the volume and complexity of public-sector information across Singapore's agencies. Records today include everything from emails and drawings to multimedia files and the institutional know-how that only accumulates over decades of public service. None of this information is disposable.

Together these records amount to institutional memory, and their trustworthiness matters for accountability, for continuity, for public confidence, and for the AI-enabled decisions built on top of them. That memory is the raw material every agency draws on. Governance turns it into trusted knowledge, verified, classified, and ready to rely on.

AI supplies the final step, applying that knowledge as intelligence: insight brought to a specific decision at the moment an agency needs it. Policy continuity depends on it. So do citizen services, auditability, and the everyday operational decisions agencies make.

Locating a document is no longer enough for agencies. They want an answer grounded in context and precedent, one that also points to a recommended course of action. Singapore's Smart Nation initiative (its national digital transformation program) and GovTech (the agency that runs it) continue to advance the nation's digital capability. The nation ranked third globally in the 2024 United Nations E-Government Survey, reinforcing that strength.[1]

The strategic question has moved on from how agencies store records. What matters now is how they activate trusted knowledge.



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AI ADOPTION IS RAISING THE BAR FOR INFORMATION READINESS

Public-sector agencies manage information across a rich landscape of repositories, shared drives, email stores, operational systems, and physical archives. This is a natural consequence of decades of digital growth. Establishing authoritative sources of truth across distributed repositories remains a common and evolving challenge as information volumes grow. Intelligent automation offers a growing opportunity to accelerate decision-making, easing the manual burden of filing and retrieval while also supporting classification.

Valuable institutional knowledge often resides within specific systems or with the individuals and teams who hold it. Unlocking that knowledge more broadly strengthens continuity and productivity across the organization, though never without limits. Security, confidentiality, privacy, and data-sovereignty requirements all set boundaries on how far agencies can take their use of AI.

ELEVATING GOVERNANCE AS AN ENTERPRISE CAPABILITY

As agencies mature their information strategies, aligning ownership, standards, tooling, and accountability across departments becomes the real test of governance maturity. Get that alignment right, and visibility improves, duplication drops, and risk management strengthens enterprise-wide.

TRUSTED KNOWLEDGE PLATFORMS MAKE RESPONSIBLE AI OPERATIONALLY ACHIEVABLE

AI has advanced enough to bring semantic search, contextual retrieval, automated classification, metadata enrichment, and knowledge synthesis directly into the records lifecycle, cutting the dependence on disconnected repositories. Call it the Knowledge Activation Framework, a shift that spans four layers: govern, discover, operate, and collaborate.

Govern

Agencies can adopt centralized or federated records governance depending on their operating model. Metadata-rich records and a clearly managed lifecycle, complete with audit trails and traceability, round out this layer.

Discover

Natural-language search and semantic retrieval provide context-aware knowledge access and intelligence that spans records rather than isolated documents.

Operate

Filing and routing become AI-assisted tasks that plug directly into the productivity and collaboration tools agencies already rely on. Workflow-integrated intelligence can flag compliance issues as they arise rather than after the event, but every output still passes through human review before anyone treats it as final. As AI takes on more consequential public-sector tasks, that review and the explainability behind it matter more, not less.

Collaborate

Secure, federated information exchange can enable cross-agency knowledge discovery that reuses institutional knowledge while respecting existing ownership and access controls. This is close to what Smart Nation 2.0 envisions: a more connected public sector, coordinated by GovTech.[2]

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WHAT CHANGES IN THE AI ERA

The shift away from traditional records management to AI-enabled knowledge platforms shows up most clearly in how five everyday activities change:

Traditional Records Management	AI-Era Information Management
Storing Records	Activating Knowledge
Keyword Search	Semantic Discovery
Manual Classification	AI-Assisted Classification
Finding Information	Receiving Contextual Insights
Managing Documents	Orchestrating Knowledge Assets

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PROOF POINTS FROM SINGAPORE PUBLIC-SECTOR MODERNIZATION PROGRAMS

Infosys and Newgen's experience delivering modernization programs for Singapore's public sector shows that digital records platforms reduce manual handling and improve retrieval speed. They also strengthen auditability and expand information access enterprise-wide.

One large-scale engagement with a national agency shows what this looks like at scale: the program migrated more than 20 terabytes of data from legacy registries, now supports more than 3,000 users across the organization, and has achieved compliance with IM4L, Bagit/NAS, and IM8 standards.[3]

Another engagement shows something similar: agencies can integrate records governance with digital workflows and collaboration environments, and both compliance and operational efficiency improve as a result. The AI-enabled use cases emerging from this work (document understanding, metadata enrichment, intelligent search, workflow automation) stop well short of fully autonomous decision-making.

These experiences show that strengthening information quality and governance early, and making that information easier to discover, creates the strongest platform for scaling AI-enabled outcomes across the public sector.[4]



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MODERNIZING RECORDS MANAGEMENT AS A KNOWLEDGE AND GOVERNANCE CAPABILITY

Records modernization is more than a technology replacement program. It starts with embedding governance alongside AI adoption, beginning in high-impact domains and then scaling from there.

Agencies can then weave AI into everyday workflows such as filing, search, routing, and knowledge retrieval. At the same time, they can extend that same discipline to institutional continuity, so knowledge keeps working even as the systems and people around it change.

Realizing this opportunity also depends on aligning operating models and skills as these capabilities scale.

In the public sector, what determines whether AI adoption succeeds is rarely the sophistication of the model itself. It is the knowledge foundation beneath it: its quality, the strength of its governance, and whether agencies can actually access it when they need to.

Records have always carried an agency's institutional memory. In the AI era, that memory becomes something more: a strategic asset, and the basis of institutional intelligence that compounds with every decision it informs. Agencies that govern, curate, and put that knowledge to active use will shape the next phase of Singapore's digital transformation, building on the progress its Smart Nation agenda has already made.



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Utsav leads the Government Center of Excellence at Newgen, bringing over 20 years of experience in product management, strategy, and enterprise software solutions. He drives Newgen's government solutions strategy, focusing on digital transformation, AI-led innovation, and market expansion. His expertise spans enterprise content management, AI-powered records management, low-code platforms, intelligent document processing, business process automation, and agentic AI. He collaborates with government agencies, technology partners, and leading analyst firms to drive innovation and strengthen Newgen's global market positioning.

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