

Lee Nugent.

Engineering Leader

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SUMMARY

Engineering leader who builds happy, high-performing teams that deliver outstanding value. Experienced across product and platform, I scale engineering through hypergrowth with modern, AI-native ways of working — and grow the people and culture to sustain them.

EXPERIENCE

Head of Technology · Octopus Legacy

Dec 2024 – Present

Estate planning & end-of-life platform — helping people plan for death and deal with grief. · London (Hybrid)

Lead the Technology team and set engineering direction through the company's hypergrowth.

- Scaled engineering through company hypergrowth (40 to 200 people): built a team of ~10 across three domains, hired from scratch, grew engineers from mid to senior and senior to lead, and established a high-pace, high-challenge, high-support culture.
- Cut delivery cycle time from 20+ days to ~2, and raised release frequency from every few days to multiple times daily.
- Drove an AI-native, agentic engineering approach — shipping roughly 10x the code with about half the team, without compromising quality or compliance.
- Led the migration from a legacy PHP monolith to a modern Python and JavaScript stack on AWS, strengthening platform security and compliance for sensitive personal and end-of-life data.
- Delivered key initiatives and new business verticals, including a booking platform that increased booking capacity 5x.

Head of Engineering · FIXR

Jan 2023 – Nov 2024

Global events ticketing & management platform (nightlife, festivals, student events). · London (Hybrid)

Led engineering through international expansion and a step-change in delivery and team maturity.

- Managed a cross-functional team of 12 across two product squads, expanding capacity by standing up an offshore team in South Africa.
- Drove international growth into two new territories and launched new revenue streams worth +4.5% YoY revenue.
- Partnered with senior leadership on strategy, and acted as a product peer on roadmap and prioritisation.
- Delivered key initiatives spanning payment diversification and platform & security upgrades to support scaling.

- Lifted delivery: 40% cycle-time reduction, tripled weekly production deployments, and introduced incident management and team performance metrics.
- Introduced a career framework to attract, grow, and retain talent.

Software Engineering Manager · Gousto

May 2018 – Dec 2022

Recipe-box meal-kit company, one of the UK's largest. · Software Engineer → Senior → Lead → Engineering Manager · London

Owned engineering in the supply-chain domain during hypergrowth (~70% YoY capacity growth), helping scale the tech org from ~30 to ~200 engineers.

- Progressed from Software Engineer to Engineering Manager over four years, scaling with the company from ~30 to ~200 engineers and founding several new teams.
- Managed a team of 9 across two cross-functional squads; sustained 80+ eNPS and promoted multiple engineers a year through mentoring and coaching.
- Architected supply-chain initiatives — courier delivery optimisation, factory management systems, payment diversification, and internal tooling — supporting ~70% YoY capacity growth.
- Authored engineering principles and career/progression frameworks adopted across the wider tech org: on-call/OOH support, DevOps upskilling, platform tooling, and agile/lean training.

Engineering Lead · 383

Jul 2016 – May 2018

Digital product & customer experience studio. · Engineering Associate → Engineering Lead · Birmingham

Progressed from Engineering Associate to Engineering Lead, delivering products for some of the UK's biggest brands.

SKILLS

Leadership: Engineering leadership, Engineering management, Team building & coaching, Hiring & performance management, Technical strategy, Stakeholder management, Agile / Scrum delivery, Career & progression frameworks, Agentic / AI-native engineering, Delivery & DORA metrics

Languages: Python, JavaScript (Vue, Node), PHP (Laravel)

Platform: AWS, GCP, Docker, Terraform, CI/CD

Principles: Event-driven architecture, Event sourcing, Serverless, High availability