

Terry Brown

Senior Director of Engineering

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Senior Director of Engineering with 25+ years leading engineering organisations across healthcare, pharma, gaming, and hospitality SaaS. I work at the intersection of platform engineering, security, and people leadership — building the technical foundations businesses need to scale, while creating the environments in which engineers and leaders produce the best work of their careers. I've led through rapid growth, M&A integration, major security incidents, EMI licensing, and IPO preparation, bringing the same conviction to each: that psychological safety and high accountability are complements, not trade-offs. Outside my direct line I'm an active speaker on psychological safety and engineering culture, and a coach and mentor to individuals across and beyond my organisations. I care deeply about mental health, LGBT+ inclusion, and women in tech, and try to be an active public ally within these spaces.

EXPERIENCE

Senior Director of Engineering — Mews

Sep 2023 – Present

Leading the Platform & Security Engineering (P&SE) tribe at Mews, a fast-scaling hospitality SaaS company. Responsible for platform engineering, security operations, cloud infrastructure and compliance, whilst driving engineering organisation maturity across R&D more broadly.

FINANCIAL & COMMERCIAL IMPACT

- **Delivered over €2M in cumulative annualised savings** across the Platform division (~€1M in 2025, ~€1.4M+ in 2026 YTD) — through cloud cost optimisation, security tooling consolidation (Wiz, ~€342k/year), observability migration (New Relic → Coralogix, ~€744k/year), Splunk/Sentinel consolidation, and Confluent Cloud consolidation. Also negotiated a complex Microsoft EA contract mitigating significant platform stability risk.
- **Full P&L ownership** of the P&SE division — managing an annual €10m opex budget and €4m headcount budget, with monthly reporting to Finance and R&D leadership and cost-consciousness embedded as a cultural standard across the tribe.

SECURITY & COMPLIANCE

- **Led Mews' response to the largest and longest phishing attack in company history**, coordinating internally across Product Security, Platform, and customer-facing teams whilst managing high-stakes external customer communications with professionalism and calm. Proactively secured resources for threat modelling and defence-in-depth investments, and drove on-call structure improvements across Product Security.
- **Built Mews' Security Operations capability from the ground up** — identified the capability gap, hired an Engineering Manager and IC team, and stood up SIEM, Case Management, and Threat Intelligence platforms. Conducted a comprehensive Wiz security audit surfacing critical vulnerabilities and **achieved "Zero Criticals"** — reducing 86 critical toxic findings to zero within a month. Rebuilt the security team through significant attrition (7 → 3 → stronger team of 7) within six months.
- **Key driver of EMI, DORA and financial services compliance** — authored multiple compliance procedures, led EMI resilience activities (network isolation/segmentation, capacity management), produced the EMI Compliance Gap Analysis with quantified gaps and target dates, and proactively shaped a DORA-inspired regulatory roadmap. Contributed to Series D, SOX, and SOC2/ISO27001/PCI-DSS roadmap alignment.

PLATFORM & TECHNICAL LEADERSHIP

- **Led the Atlas developer platform to significant maturity and scale**, growing from 10 services in production to 40+, with self-service infrastructure provisioning reduced from days to under 10 minutes. Engaged product engineering teams to drive simultaneous platform maturation and adoption, described by management as "critical to the scalability of Mews."

- **Made the strategic call to migrate from Pulumi to Terraform**, reversing 18 months of prior investment when it became clear the tooling was creating business risk and impeding the ability to move quickly — leading the team through the change with urgency and reassurance.
- **Drove Mews' observability transformation**, orchestrating a rapid POC and migration from New Relic to Coralogix, whilst standing up an Observability Champions programme to embed cultural adoption of modern observability practices across R&D.
- **Automated GitHub access and onboarding end-to-end via SSO** — eliminating a fully manual process that generated ~250 requests per year with an average 35-hour wait time, saving engineers approximately 8,700 hours of wait time annually.
- **Authored the Atlas Agentic Platform vision** — a forward-looking strategy to make Atlas the platform that AI agents build on and help operate, with pillars covering agentic developer experience, AI SRE agents for autonomous incident investigation, and an infrastructure knowledge graph connecting Port.io, Coralogix, Terraform state, and Wiz.

PEOPLE, CULTURE & ORGANISATION

- **Primary author of the R&D Career Framework for ICs and Managers**, and a key driver of wider engineering organisation maturity — proposing and driving a company-wide on-call model (“you build it, you run it”) and refining the Staff Engineer career framework with a new “Solver” track to enable senior engineering growth beyond an architect role.
- **Hired, grew, and scaled the P&SE tribe** — building new teams, replacing critical leadership roles, hiring excellent engineering managers, and designing a future security organisational structure to support growth to and beyond IPO. Maintained one of the most effective hiring pipelines at Mews, introducing Loom video outreach, structured interview scripts, and a consistently high-quality candidate experience.
- **Led platform and security integration for multiple M&A activities**, serving as key stakeholder for multiple acquisitions, including onsite security posture remediation visits and building durable M&A capability through a structured shadowing approach.
- **Built a strong coaching and people leadership culture** across P&SE and broader R&D — conducting 20+ skip-levels, introducing the Balint method for group coaching, and coaching individuals well beyond the direct reporting line. Tribe engagement scores reached 8.4, with Management Support (9.5), Meaningful Work (9.5), and Freedom of Opinions (9.2). Won the Mews annual award for “Never Underestimate the Importance of Humour.”
- **Served as Acting VP of Engineering** during an extended period of VP paternity leave — taking on full P&SE and broader R&D leadership responsibilities. Led the Platform Enablement 2026 strategy, coordinating across four tribes and introducing a “platform as product” mindset with customer proximity and co-creation focus.

Head of Engineering — Doccla

Jan 2023 – Sep 2023

Supporting strong commercial growth, hired to scale and mature the tech organisation and bring about a culture of technical excellence.

- Drove **improvement, adoption, and internal ownership of all code** providing business value which had primarily been provided by external partners, reducing ownership costs and improving quality significantly
- **Co-creation and delivery of both a product strategy and cloud strategy** to align digital product delivery to company strategy and goals
- Built and delivered a **hiring strategy, doubling the size of the tech org**, including the creation of Cloud Platform and Data teams
- **Improved many processes** including hiring, onboarding and OKRs, introducing a single pane of glass company wide for group and team OKRs, and delivering quality improvements around RFC and ADR
- **Redesigned the tech org** around value streams, aligning cross-functional teams to Patient, Clinical, and Operational Excellence, providing empowerment, autonomy and ownership within the squads
- **Delivered ISO 27001 certification from zero in 5 months**, achieving a final audit with zero findings. The process saw significant adoption of automation and evidence trail creation to improve information security across the organisation.
- **Provided Data Protection Officer (DPO) capability** to the whole organisation, advising on and creating standards to ensure company information governance was prioritised

Associate Director of Engineering — Healx

Sept 2021 – Jan 2023

Hired to help Healx scale their drug discovery pipelines through both people growth and broader technical improvement, with cross-functional tech and scientific teams. A heavy driver of organisational culture, helping direct and indirect teams move towards high performing.

- **Scaled organisation, delivering a hiring strategy and rewrites of hiring and onboarding process** to increase hiring consistency and success, 3–4x growth with 11 successful direct hires and multiple manager/director hires across the org. Created and onboarded platform engineering, product engineering, and support teams.
- **Delivered cross-tech growth support**, devising, delivering, and open-sourcing a **career growth framework**, mentoring and coaching managers, and mentoring engineers in their career growth.
- **Driver and connector for company strategy** — active in tech strategy, scaling, and compliance groups; drove content and presentations for Series C funding; provided context to teams to maximise commercial impact via OKRs.
- **Led organisational and process efficiencies** through value stream mapping, taking ~1-month processes with heavy manual toil into ~2–3 days of automation, improving speed of delivery and feedback loops.
- Strong driver of technical strategy:
 - **Developed and delivered a cloud strategy** transitioning a legacy platform to optimise for automation, developer experience, and security posture — shifting from 'weeks' to 'minutes' for new workload orchestration.
 - **Brought about ~20% (~£110,000) annual saving in cloud costs** without any detrimental impact to users, stability, or performance.
- **Measurable impact with teams and culture** — 'top 5%' manager 360 cross company, raising Engagement from 6.0 to 8.5 and Loyalty from 4.4 to 8.6, with key impact driver scores: Autonomy 10.0, Management Support 10.0, Growth 10.0, Freedom of Opinion 9.8.
- **Active contributor to Healx culture** — RFCs for Code Review, Coding Standards, Cloud Best Practice, Tech Lead and Staff archetypes; Psychological Safety talks company wide; led Culture Champions groups and DEI group; published opinion pieces on platform teams and psychological safety.

Director of Software Engineering — GlaxoSmithKline

Nov 2018 – Sept 2021

Leading teams of remote software and platform engineers within a cross-functional environment, delivering digital products and a cloud platform to support patients and healthcare practitioners. Brought to GSK to be a 'nucleus for change' through a number of organisational transformations.

- Led the **handover of a digital e-commerce product processing \$200m in sales** (GSK Direct) from a US tech team without any issue, then orchestrated ownership and improvement — **25% improvement in release cadence**.
- Led a team of cloud engineers to orchestrate a highly effective, **automated cloud platform on GCP, raising the bar for governance, security and zero trust operation**. Delivered a '0–60 vision' to allow builder teams to go from **idea to production, safely, securely and compliantly, in under 60 minutes**.
- **Designed, orchestrated, and delivered a programme of psychological safety** — awareness, measurement, and behaviour change, **rolled out to thousands of employees and managers** across Pharma, Supply Chain, Consumer Healthcare, and Legal, leading to measurable improvement of underlying culture.
- **Minimised time-to-productive for new employees** by overhauling the staff onboarding process, enabling engineers to **often ship value within the first week**.
- **Co-created the GSK Tech Blog** (medium.com/gsktech), giving builder teams a window to share and amplify tech culture within GSK — **cited in interviews as a driver for recruitment**.
- Spearheaded **culture change and growth across thousands of tech employees** on inclusion and diversity, mental health, management, and leadership.

Development Team Lead (Bingo) / Web Team Lead / Development Project Lead / Senior Developer — tombola

Aug 2009 – Nov 2018

Lead architect, engineer, and team lead within the bingo division, focusing on a technical overhaul across the product and heading up the people development of the engineering team.

- Design and **re-architecture of legacy codebase** into a modern modular multi-tenant solution, **helping the business scale from £10m to £20+m in profits** (on approx £90m revenue).
- Significant **driver on a move to cloud** (AWS) from on-prem — **monthly bills settled at around £125k from nearer £160k** while improving resilience and performance.

- **Drove the technology to enable international expansion**, helping tombola become **market leaders in Spain and Italy** and expanding UK presence with an Arcade offering.
- **Replaced manual releasing with Continuous Delivery**, reducing MTTR from hours to minutes and improving deployment frequency to daily. Introduced automated testing across the full delivery pipeline, significantly improving Change Failure Rate and reducing customer-impacting incidents from **multiple per month to a handful per year**.
- **Delivered data-driven product improvements** by integrating ELK, New Relic and others — enabling measurable decisions across the product. Notable outcomes: **71,000 reduction in password reset walkaways**, 18% reduction in failed logins, and push notification adoption exceeding **80% within six months** of launch.

Development Team Lead — Fawthrop McLanders

Jan 2006 – Aug 2009

Team and architecture lead; e-commerce/CRM platform rolled out to many clients (£20k–£200k/annum); led 'Microsoft Partner' accreditation, achieving significant internal cost savings on licensing; stakeholder and client management.

Senior Software Developer — SCHIN Ltd

Mar 2000 – Jan 2006

Engineering team lead within health informatics; design and development of a first-in-class appraisal system for NHS GPs post-Shipman; delivery of clinical decision-making tooling for active use by GPs during consultation; key stakeholder management with Department of Health, Healthcare Practitioners, Trusts and Practices.

Software Developer — Newcastle University

1996 – 2000

Many 'early web' solutions delivered; Unix system administration.

PUBLIC TALKS & WORKSHOPS

As part of my own growth, I take the uncomfortable step of delivering talks on subjects I'm passionate about — to encourage deeper research and maximise the impact of that learning by sharing. I've given talks internally to a number of organisations, and at conferences.

- **Psychological Safety** — north east tech leaders user group, SEACON, GSK agility conference, and many internal awareness sessions. Also ran workshops on high-performing behaviours, understanding risk, and manager/leader behaviours.
- **Active LGBT+ Ally** — spoken on transgender parenting at panels for NHS Business Authority, Diageo, Scott Logic, and within GSK on transgender parenting and allyship.
- **Feedback & Emotional Intelligence** — talks on empathy, emotional intelligence, and effective feedback to north east tech leaders and internally at GSK and Healx.
- **Further topics** — DevOps (human side) to user groups and conferences; personal productivity; value stream mapping and systems thinking; effective remote working.

THE HUMAN PART

My other passions in life are my family, and spending time with them. As my kids reach their teenage years, it's fun to share music/gigs with them, go to the gym, explore photography, and all those things that are truly valuable in life. I enjoy hill walking, and doing this with my family is part of the reason I work.

When I'm not doing these other things, I can generally be found running or cycling — I do both for clubs, and although injury and age have taken away chances of trophies, I still compete with myself, and find it a great outlet for self-challenge.

I also am an aspiring author, and brilliantmanagers.info is the start of a journey creating some tooling and discussion around the fact that everyone deserves a brilliant manager. The book is still in the "mind maps and scribbled notes" stage, but if I put it in my CV and talk about it enough, peer pressure will see me have to work on it!

EDUCATION

BSc Computing — Northumbria University