

Godfrey Carnegie

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Senior Engineering Manager

Profile

I am an engineering leader and hands-on systems builder who turns ambitious technology and product strategy into capable teams, reliable platforms, and measurable delivery outcomes. My experience spans organisational scaling, architecture, platform engineering, delivery rigour, quality and operational performance.

I have built and led teams through complex change, improved roadmap predictability and flow, and established the controls that make quality repeatable. My current work applies that operating discipline to AI-native software delivery: governed workflows, executable policy, driving clear decision-making throughout the process.

Core Strengths

- **Engineering leadership and organisation design:** Team scaling, hiring and developing Engineering Managers and Tech Leads, coaching, retention, cross-functional alignment, decision rights, and leadership operating rhythms.
- **AI-native SDLC and agentic systems:** Agent orchestration, multi-agent workflows, specification gates, context engineering, RAG, MCP, LLM evaluation, risk-tiered human oversight and escalation, and AI-native SDLC transformation.
- **Governance, quality, and security:** Policy-as-code, governance-as-code, JSON Schema, conformance testing, CI/CD quality gates, secure SDLC, software supply-chain security, CodeQL, Semgrep, and audit evidence.
- **Delivery platforms and performance:** Platform ownership, developer experience, SaaS delivery, release governance, DORA and SPACE metrics, flow optimisation, observability, reliability engineering, and continuous improvement.

Experience

Consulting Engineering Leader

Various clients, UK · Oct 2025 – Present

- Lead the architecture and hands-on implementation of governed AI-native software delivery spanning agent orchestration, policy-as-code, governance-as-code, CI/CD quality gates, release governance, evaluation, and audit evidence.
- Built a working GitHub-native PR governance platform for AI-native development, combining policy-tagged reviews, human approval gates, risk classification, evidence bundles, pull-request automation, and tamper-evident audit records.
- Designed a machine-readable specification using JSON Schema to manage the life cycle of change governance policies. Built a reference implementation covering the standard stop/go validation gates found in a typical AI-native SDLC.
- Built Pathfinder, a framework-neutral agent and multi-agent evaluation harness for real software-engineering tasks, with adapters and benchmark runs covering LangGraph, CrewAI, and OpenAI Agents SDK patterns.
- Designed an enterprise operating model for reusable agent skills, with validation and evaluation pipelines, conformance profiles, trusted-publisher allow-lists, freshness guards, and governed dispatch across repositories.
- Designed and delivered a production multi-tenant engineering-intelligence platform combining engineering-maturity assessment and continuous-improvement signals to give engineering leaders a view of delivery health and improvement priorities.

Tech: TypeScript, Node.js, Python, Next.js, React, PostgreSQL, Supabase, pgvector, JSON Schema, GitHub Apps and Actions, MCP, LangGraph, OpenAI Agents SDK, Claude, Codex, CodeQL, Semgrep, Vitest and Playwright

Engineering Manager

Backbase, Cardiff · June 2019 – Sep 2025

- Scaled an under-resourced engineering organisation by hiring and developing 2 Engineering Managers and four Tech Leads, enabling four stable product teams and sustaining over 97% retention across multiple years of growth.
- Established practical architectural guardrails and hands-on design leadership, reducing rework by about 25% and pre-production defect escapes by over 20%.
- Translated changing product strategy into sequenced, outcome-focused delivery plans, increasing roadmap predictability from around 40% to 80% of quarterly goals.
- Established a balanced engineering-effectiveness framework using DORA, SPACE and flow metrics. Deployment frequency rose 2-3x, lead time fell 40%, and flow efficiency improved 15%.
- Unified release planning and operational readiness across four teams, reducing release-related incidents by 40% and establishing a steady, low-risk fortnightly release schedule.
- Aligned engineering, product, and architecture on priorities and delivery forecasts, reducing priority churn by over 30% and improving stakeholder satisfaction.

Tech: Java, Spring Boot, Kafka, Angular, EDA, Playwright, AWS, Azure, Backstage.io

Engineering Manager

Nagra Media, Cwmbran · Apr 2012 – June 2019

- Led the buildout of a scalable OTT Service Delivery Platform to handle spiking customer demand and platform sprawl, enabling multi-tenant onboarding and a more reliable SaaS offering.
- Rolled out structured SAFe planning to reconnect engineering execution with C-level OKRs, improving predictability to about 80-90% of quarterly goals and reducing late-stage delivery risk.
- Embedded observability, automation, and operational best practices across distributed systems, reducing production incidents by at least 30% and MTTR by over 25%.

Tech: Java, Python, Node.js, Akka, Dropwizard, Spring Boot, MongoDB, Cassandra, Spark, RabbitMQ, Linux, Jenkins, Puppet, Docker, Kubernetes, AWS, Ansible, SAFe, Jira, Grafana

Delivery Manager

lastminute.com, London · Aug 2008 – Apr 2012

- Stabilised delivery across four globally distributed teams - UK, Bangalore, Buenos Aires and Singapore - by establishing consistent leadership rhythms and risk controls, increasing on-time delivery for major customer commitments to approximately 85%.
- Managed delivery outcomes for more than 20 enterprise customers, strengthening progress tracking, risk management and stakeholder alignment and reducing schedule variance by 30% on key accounts.
- Shaped multi-quarter delivery plans with customers and internal teams, reducing requirement churn and improving long-term delivery predictability.

Tech: Java, Kafka, PostgreSQL, Python CMS, MQ systems, XML/REST, Perforce, Maven, SoapUI

Delivery Manager

Holonomix, London · Apr 2006 – Aug 2008

- Co-founded a regulated OSS startup delivering compliant, reliable OSS solutions for enterprise customers, with successful deployments and long-term customer partnerships.
- Owned P&L, forecasting, recruitment, and strategic planning while maintaining delivery commitments and sustainable growth.
- Combined hands-on engineering leadership with direct customer delivery to mature products faster and shorten implementation timelines during early enterprise rollouts.

Tech: Linux networking, Agile, Java, Spring/Hibernate, Web Services/JMS, Ajax, SNMP, MIB, OSS integrations

Other Experience

- **Service Management Delivery Consultant.** SEEBoard, IBM, WorldCom, East Midlands Electricity, Kodak Ltd, English China Clay, Barclays Bank, Heinz UK, Hitachi Data Systems, Newbridge Networks, The Belgian Government (Brussels), BNP (Paris), Siemens Business Services.
Tech: BMC, Netcool, Remedy, C/C++, Linux, Service Management playbooks
- **Senior Software Developer.** Merrill Lynch, JP Morgan, Lehman Brothers, Mitsubishi Finance, Daiwa Institute of Research, Barclays Bank
Tech: Perl/C++ full-stack applications, Data analysis and reporting, Linux and network administration
- **Software Developer.** Nomura Research
Tech: Real-time financial market data analysis, Front-office trading support, Mid-office development, Linux admin, C++, Visual Basic, Reuters/Telerate
- **Software Developer.** Sumitomo Trust Bank
Tech: Front-office trading support, Mid-office development - Unix admin, C, FoxPro, Powerbuilder, Reuters/Telerate real-time trading systems
- **Graduate Developer.** University Of London Computer Center
Tech: C, Unix, WAN/LAN network protocols

Education

BSc (Hons) Control & Computer Engineering, University of Westminster

Skills

Engineering Leadership & Organisation Design

- Team scaling; hiring and developing Engineering Managers and Tech Leads; coaching; retention; cross-functional alignment; decision rights; leadership operating rhythms; strategic planning and prioritisation.

AI-Native SDLC & Agentic Systems

- Agent orchestration; multi-agent workflows; specification gates; context engineering; RAG; MCP; LLM evaluation; risk-tiered human oversight and escalation; agent SDKs; AI-native SDLC transformation.

Governance, Quality & Security

- Policy-as-code; governance-as-code; JSON Schema; conformance testing; CI/CD quality gates; secure SDLC; software supply-chain security; CodeQL; Semgrep; release governance; audit evidence.

Delivery Platforms & Performance

- Platform ownership; developer experience; internal platforms; SaaS delivery; DORA and SPACE metrics; flow optimisation; observability; SRE; incident management; reliability engineering; continuous improvement.

Software Engineering & Application Development

- Full software development lifecycle; software design and implementation; backend and full-stack development; Java; TypeScript/Node.js; Python; C/C++; React; Next.js; Angular; REST APIs and web services; microservices; distributed systems; event-driven architectures; PostgreSQL; MongoDB; Cassandra; automated testing with Vitest, Playwright and SoapUI; Git/GitHub development workflows.

Platform Engineering, Architecture, Cloud & DevOps

- IDPs, CI/CD, developer experience, AWS/Azure, containers, Kubernetes, IaC, cloud security, observability/SRE.