

# Harrow Monitoring Group

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Alex Dewsnap  
Managing Director  
London Borough of Harrow

13 June 2026

Dear Managing Director

**Re: Enforcement Officer conduct and Harrow Council's oversight of outsourced enforcement services**

We are writing following Harrow Council's public statement regarding the conduct of two enforcement officers employed by Kingdom, who were the subject of a widely circulated video and subsequent complaint.

While the council's confirmation that the individuals concerned no longer work for the contractor is noted, the incident raises broader questions regarding Harrow Council's oversight, governance and evaluation of outsourced enforcement services.

The issue extends beyond the actions of two individuals. Residents will understandably wish to know what safeguards were in place to ensure that officers exercising authority on behalf of the council met appropriate standards of professionalism, conduct and suitability before being deployed in public-facing roles.

In the interests of transparency, we would be grateful if the council could explain:

1. What recruitment, vetting and suitability requirements Harrow Council requires its enforcement contractors to apply when appointing officers who will undertake duties on the council's behalf.
2. What mandatory training is required in relation to conflict management, de-escalation, customer service, equality and diversity, safeguarding and professional conduct.
3. How Harrow Council monitors contractor performance beyond enforcement outcomes, including the assessment of officer behaviour and interactions with members of the public.
4. Whether body-worn camera footage is routinely audited by either the contractor or the council and, if so, how frequently such reviews are undertaken.
5. How many complaints have been received concerning Kingdom enforcement officers operating under contract to Harrow Council during the last five years, and how many of those complaints were upheld or resulted in disciplinary action.
6. Whether the council has undertaken any review of its contract management arrangements following this incident and whether any changes to monitoring, training or performance requirements are being considered.

7. What assurances the council can provide that similar incidents will be prevented in future.

Given that enforcement officers are often the most visible representatives of local authority powers, public confidence depends not only on effective enforcement but also on professionalism, accountability and respectful engagement with residents.

This incident has inevitably prompted questions about whether existing oversight arrangements are sufficiently robust. We therefore believe it is important that the council provides a full explanation of the measures it has in place to recruit, supervise and monitor those exercising authority on its behalf.

We look forward to your response.

Regards

Husain Akhtar  
Coordinator  
Harrow Monitoring Group

Cc

Cllr Marilyn Ashton, deputy leader, London Borough of Harrow