

NOTICE OF MEETING

LICENSING SUB COMMITTEE – ADDITIONAL PAPERS

See main agenda for details

Elected Members: See main agenda

6. APPLICATION FOR A REVIEW OF A PREMISES LICENCE - DULCE PECADO, 263 HIGH ROAD, LONDON N15 4RR (TOTTENHAM CENTRAL) (PAGES 1 - 86)

To consider a review of a Premises License.

Democratic Services Contact: Nazyer Choudhury, Principal Committee Co-ordinator
Telephone: 020 8489 3321
Email: nazyer.choudhury@haringey.gov.uk

Fiona Alderman
Director of Legal & Governance (Monitoring Officer)
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Friday, 04 September 2026

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To the Members of the Licensing Sub-Committee
Haringey Council

Dear Members,

We are writing to express our sincere regret regarding the incidents that took place on 27 and 28 June and for any concern or inconvenience caused to local residents or the Council.

First and foremost, we would like to apologise for the mistakes that occurred during those two days. We fully recognise the importance of complying with every condition attached to our premises licence and understand the responsibility we have towards our neighbours and the wider community.

Our premises has been operating in Haringey for over 15 years, providing entertainment in a safe and responsible manner. During this time, we have worked hard to maintain a positive relationship with our customers, local residents and the authorities. Until these recent events, we have not experienced significant issues relating to our operation.

The events on 27 and 28 June coincided with a major Latin entertainment event taking place at the nearby stadium. As a venue that represents and serves the Latin American community, we wanted to celebrate this important occasion by welcoming customers before and after the event. Our intention was never to create a public nuisance or disrupt the local community.

Unfortunately, due to the inexperience of our new management team, mistakes were made. Permission was given for a small promotional stand to be placed outside the terrace entrance, and external DJs were allowed to use electricity supplied by the premises. The decision was made in the mistaken belief that this was acceptable, particularly as many other businesses in the area were also playing music and selling merchandise related to the event.

We fully accept that these decisions should not have been made and take complete responsibility for them. We have since reviewed our operating procedures with the management team and can assure the Committee that these circumstances will not be repeated.

Since these events, we have implemented additional controls to ensure full compliance with our licence conditions, including:

- No external stalls or trading outside the premises.
- No use of external DJs or music outside the premises.
- Clear management procedures to ensure all licence conditions are followed at all times.
- Additional supervision by management during major local events.
- Continued use of SIA-licensed security staff to manage customers leaving the premises safely and quietly.

Our security team actively encourages customers to leave the area respectfully, assists them in reaching taxis, Ubers or private vehicles and helps minimise noise and disturbance to nearby residents. We are submitting CCTV footage and video evidence demonstrating these procedures and our commitment to preventing public nuisance.

We have also spoken with local residents in an effort to maintain positive relationships within the community. While we completely respect the right of residents to raise concerns, we respectfully ask the Committee to consider all of the available evidence, including our CCTV footage and security records, when assessing the impact of our business.

We would also like to inform the Committee that on 27 July, the Council sign located outside our premises was deliberately damaged by an unknown individual. This incident was captured on our CCTV system, and the footage has been provided as part of our evidence. We mention this only because we believe it is important that all relevant circumstances are considered during the review process.

We respectfully submit that the incidents on 27 and 28 June were isolated events resulting from errors made by a newly appointed management team and do not reflect the way in which our premises has been operated over the past fifteen years.

We remain fully committed to promoting the four licensing objectives and to working closely with Haringey Council, the Metropolitan Police and local residents. We are willing to accept guidance, implement further improvements where necessary and continue operating as a responsible business that contributes positively to the local community.

We respectfully ask the Committee to take into account our long history of responsible trading, our acceptance of responsibility, the corrective measures we have already implemented and our commitment to ensuring that these mistakes are never repeated.

Thank you for taking the time to consider our representation.

Yours faithfully

Andresz Castro

Manager

Dolce Pecado

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Comments

Name	
Date	05/06/2026
Comment: Everything was straightforward.	
Signature	

Name	
Date	05/06/2026
Comment: The advice I received was useful.	
Signature	

Name	
Date	06/06/2026
Comment: Everyone was welcoming.	
Signature	

Name	
Date	06/06/2026
Comment: Staff were respectful at all times.	
Signature	

Name	
Date	07/06/2026
Comment: Overall, an excellent experience	
Signature	

Name	[REDACTED]
Date	07/06/2026
Comnnet: I had no issues at all.	
Signature	

Name	[REDACTED]
Date	07/06/2026
Comnnet: The staff were always happy to help.	
Signature	

Name	[REDACTED]
Date	11 / 06 / 2026
Comnnet: I felt supported throughout.	
Signature	

Name	[REDACTED]
Date	11 / 06 / 2026
Comnnet: I would happily use this service again.	
Signature	

Name	[REDACTED]
Date	11 / 06 / 2026
Comnnet: Very friendly and helpful staff.	
Signature	

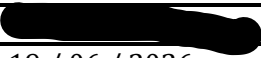
Name	
Date	12 / 06 / 2026
Comment: Very friendly and helpful staff.	
Signature	

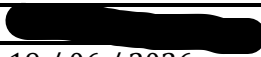
Name	
Date	12 / 06 / 2026
Comment: Everything was well organised.	
Signature	

Name	
Date	13 / 06 / 2026
Comment: The process was straightforward and easy.	
Signature	

Name	
Date	18 / 06 / 2026
Comment : Really pleased with the service.	
Signature	

Name	
Date	19 / 06 / 2026
Comment: I felt welcomed from the moment I arrived.	
Signature	

Name	
Date	19 / 06 / 2026
Comnnet: Excellent service from start to finish.	
Signature	

Name	
Date	19 / 06 / 2026
Comnnet: I was treated with respect throughout.	
Signature	

Name	
Date	19 / 06 / 2026
Comnnet: I received all the information I needed.	
Signature	

Name	
Date	20 / 06 / 2026
Comnnet: Everyone was polite and professional.	
Signature	

Name	
Date	20 / 06 / 2026
Comnnet: Great communication throughout.	
Signature	

Name	[REDACTED]
Date	21 / 06 / 2026
Comment: The staff were patient and understanding.	
Signature	

Name	[REDACTED]
Date	21 / 06 / 2026
Comment: A very positive experience overall.	
Signature	

Name	[REDACTED]
Date	21 / 06 / 2026
Comment: The support provided was very helpful.	
Signature	

Name	[REDACTED]
Date	21 / 06 / 2026
Comment: The whole process was smooth.	
Signature	

Name	[REDACTED]
Date	21 / 06 / 2026
Comment: I appreciated the professional approach.	
Signature	

Name	
Date	26 / 06 / 2026
Comnent: Everything was clearly explained.	
Signature	

Name	
Date	__ / __ / __
Comnent: I would definitely recommend this service.	
Signature	

Name	
Date	__ / __ / __
Comnent: I was seen promptly with no long wait.	
Signature	

Name	
Date	__ / __ / __
Comnent: Thank you for your kindness and support.	
Signature	

Name	
Date	21 / 06 / 2026
Comnent: Very efficient and well managed.	
Signature	

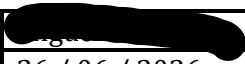
Name	
Date	26 / 06 / 2026
Comnnet: The team made me feel comfortable.	
Signature	

Name	
Date	26 / 06 / 2026
Comnnet: Excellent customer service.	
Signature	

Name	
Date	26 / 06 / 2026
Comnnet: The staff listened carefully to my concerns.	
Signature	

Name	
Date	27 / 06 / 2026
Comnnet: Everyone was approachable and friendly.	
Signature	

Name	
Date	27 / 06 / 2026
Comnnet: A very good experience.	
Signature	

Name	
Date	26 / 06 / 2026
Comnent: I was happy with the outcome.	
Signature	

Name	
Date	26 / 06 / 2026
Comnent: Everything went as expected.	
Signature	

Name	
Date	27 / 06 / 2026
Comnent: I found the service reliable.	
Signature	

Name	
Date	27 / 06 / 2026
Comnent: I felt well looked after.	
Signature	

Name	
Date	28 / 06 / 2026
Comnent: The information provided was clear and useful.	
Signature	

Name	[REDACTED]
Date	28 / 06 / 2026
Comnnet : The service met my expectations.	
Signature	

Name	[REDACTED]
Date	03 / 07 / 2026
Comnnet: The staff were always willing to help.	
Signature	

Name	[REDACTED]
Date	03 / 07 / 2026
Comnnet: Everything was handled efficiently.	
Signature	

Name	[REDACTED]
Date	03 / 07 / 2026
Comnnet: The team answered all my questions.	
Signature	

Name	[REDACTED]
Date	04 / 07 / 2026
Comnnet: The service was excellent.	
Signature	

Name	[REDACTED]
Date	28 / 06 / 2026
Comnent : I had a pleasant experience.	
Signature	

Name	[REDACTED]
Date	03 / 07 / 2026
Comnent: I was impressed by the professionalism.	
Signature	

Name	[REDACTED]
Date	03 / 07 / 2026
Comnent: I left feeling satisfied.:	
Signature	

Name	[REDACTED]
Date	03 / 07 / 2026
Comnent: I appreciated the clear guidance.	
Signature	

Name	[REDACTED]
Date	04 / 07 / 2026
Comnent: Staff were courteous and respectful.	
Signature	

Name	
Date	04 / 07 / 2026
Comnent: The appointment was well organised.	
Signature	

Name	
Date	04 / 07 / 2026
Comnent: I felt supported throughout.	
Signature	

Name	
Date	05 / 07 / 2026
Comnent: Very satisfied with the assistance provided.	
Signature	

Name	
Date	05 / 07 / 2026
Comnent: The whole experience was stress-free.	
Signature	

Name	
Date	05 / 07 / 2026
Comnent: I felt listened to.	
Signature	

Name	
Date	04 / 07 / 2026
Comnnet: Everything was dealt with quickly.	
Signature	

Name	
Date	04 / 07 / 2026
Comnnet: The service was easy to access.	
Signature	

Name	
Date	05 / 07 / 2026
Comnnet : I received prompt and helpful support.	
Signature	

Name	
Date	05 / 07 / 2026
Comnnet: Everyone was welcoming.	
Signature	

Name	
Date	05 / 07 / 2026
Comnnet: The staff were knowledgeable and helpful.	
Signature	

Name	[REDACTED]
Date	05 / 07 / 2026
Comment: Very pleased with the overall experience.	
Signature	

Name	[REDACTED]
Date	10 / 07 / 2026
Comment: The communication was excellent.	
Signature	

Name	[REDACTED]
Date	10 / 07 / 2026
Comment: The team were friendly and professional.	
Signature	

Name	[REDACTED]
Date	10 / 07 / 2026
Comment: I felt confident in the service provided.	
Signature	

Name	[REDACTED]
Date	11 / 07 / 2026
Comment: Everything was handled professionally.	
Signature	

Name	
Date	05 / 07 / 2026
Comnnet: Everything was completed on time.	
Signature	

Name	
Date	10 / 07 / 2026
Comnnet : I would happily use this service again.	
Signature	

Name	
Date	10 / 07 / 2026
Comnnet: I appreciated the attention to detail.	
Signature	

Name	
Date	11 / 07 / 2026
Comnnet: The process was well explained.	
Signature	

Name	
Date	12 / 07 / 2026
Comnnet: I was very happy with the support I received.	
Signature	

Name	[REDACTED]
Date	12 / 07 / 2026
Comment: The service was delivered efficiently.	
Signature	

Name	[REDACTED]
Date	12 / 07 / 2026
Comment: I couldn't have asked for better service.	
Signature	

Name	[REDACTED]
Date	16 / 07 / 2026
Comment: The advice I received was useful.	
Signature	

Name	[REDACTED]
Date	16 / 07 / 2026
Comment: I was made to feel at ease.	
Signature	

Name	[REDACTED]
Date	16 / 07 / 2026
Comment: Everything was straightforward.	
Signature	

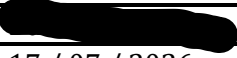
Name	
Date	12 / 07 / 2026
Comnent: Staff were respectful at all times.	
Signature	

Name	
Date	12 / 07 / 2026
Comnent: Very organised and well run.	
Signature	

Name	
Date	16 / 07 / 2026
Comnent:	
Signature	

Name	
Date	16 / 07 / 2026
Comnent: The staff were attentive and polite.	
Signature	

Name	
Date	17 / 07 / 2026
Comnent: I appreciated the friendly atmosphere.	
Signature	

Name	
Date	17 / 07 / 2026
Comnent: My experience was very positive.	
Signature	

Name	
Date	17 / 07 / 2026
Comnent	
Signature	

Name	
Date	17 / 07 / 2026
Comnent: I was impressed with the level of care.	
Signature	

Name	
Date	18 / 07 / 2026
Comnent: Thank you for all your help.	
Signature	

Name	
Date	18 / 07 / 2026
Comnent: I had no issues at all.	
Signature	

Name	[REDACTED]
Date	17 / 07 / 2026
Comnent: The service exceeded my expectations.	
Signature	

Name	[REDACTED]
Date	17 / 07 / 2026
Comnent	
Signature	

Name	[REDACTED]
Date	18 / 07 / 2026
Comnent: Everything was managed smoothly.	
Signature	

Name	[REDACTED]
Date	18 / 07 / 2026
Comnent: The team were excellent throughout.	
Signature	

Name	[REDACTED]
Date	18 / 07 / 2026
Comnent: The support was exactly what I needed.	
Signature	

Name	
Date	19 / 07 / 2026
Comment: Staff took the time to explain everything.	
Signature	

Name	
Date	19 / 07 / 2026
Comment: The service was prompt and efficient.	
Signature	

Name	
Date	19 / 07 / 2026
Comment: The whole process was simple.	
Signature	

Name	
Date	24 / 07 / 2026
Comment: A really positive experience overall.	
Signature	

Name	
Date	24 / 07 / 2026
Comment: I appreciated how organised everything was.	
Signature	

Name	[REDACTED]
Date	19 / 07 / 2026
Comnent: I felt respected and valued.	
Signature	

Name	[REDACTED]
Date	19 / 07 / 2026
Comnent: Everyone was very professional.	
Signature	

Name	[REDACTED]
Date	24 / 07 / 2026
Comnent: I would recommend this to friends and family.	
Signature	

Name	[REDACTED]
Date	24 / 07 / 2026
Comnent: The staff were always happy to help.	
Signature	

Name	[REDACTED]
Date	24 / 07 / 2026
Comnent: The service was delivered to a high standard.	
Signature	

Name	[REDACTED]
Date	25 / 07 / 2026
Comnent: I left feeling confident and well informed.	
Signature	

Name	[REDACTED]
Date	25 / 07 / 2026
Comnent: Overall, an excellent experience.	
Signature	

Name	[REDACTED]
Date	25 / 07 / 2026
Comnent: Thank you for making everything so easy.	
Signature	

Name	[REDACTED]
Date	25 / 07 / 2026
Comnent	
Signature	

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DULCE PECADO
Customer Complaint Form

Date: 17/04/2025

Customer Name: [REDACTED]

Telephone (Optional): _____

Email (Optional): [REDACTED]

Nature of Complaint

- | | |
|---|--|
| ☐ Customer Service | ☐ Food & Drinks |
| ☐ Waiting Time | ☐ Cleanliness |
| ☐ Staff Behaviour | ☐ Other: X |

Complaint Details

"The music was a little too loud during the evening, making it difficult to have a conversation with my friends."

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DULCE PECADO
Customer Complaint Form

Date: 11/05/2025

Customer Name: [REDACTED]

Telephone (Optional): _____

Email (Optional) [REDACTED]

Nature of Complaint

☐ Customer Service

☐ Food & Drinks

☐ Waiting Time: X

☐ Cleanliness

☐ Staff Behaviour

☐ Other:

Complaint Details

“We waited longer than expected for our drinks, although the staff were friendly and apologised.”

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DULCE PECADO
Customer Complaint Form

Date: 23/06/2025

Customer Name: [REDACTED]

Telephone (Optional): _____

Email (Optional): [REDACTED]

Nature of Complaint

☐ Customer Service

☐ Food & Drinks

☐ Waiting Time: X

☐ Cleanliness

☐ Staff Behaviour

☐ Other:

Complaint Details

“It was quite busy, so finding a table took a little longer than we had hoped.”

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DULCE PECADO
Customer Complaint Form

Date: 02/08/2025

Customer Name: [REDACTED]

Telephone (Optional): _____

Email (Optional): [REDACTED]

Nature of Complaint

☐ Customer Service: X

☐ Food & Drinks

☐ Waiting Time:

☐ Cleanliness

☐ Staff Behaviour

☐ Other:

Complaint Details

The service was polite, but it took some time before someone came to take our order."

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DULCE PECADO
Customer Complaint Form

Date: 029/08/2025

Customer Name [REDACTED]

Telephone (Optional): _____

Email (Optional): [REDACTED]

Nature of Complaint

☐ Customer Service

☐ Food & Drinks

☐ Waiting Time: X

☐ Cleanliness

☐ Staff Behaviour

☐ Other:

Complaint Details

“The cocktails were enjoyable, but I would have preferred them to be served a bit quicker.”

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DULCE PECADO
Customer Complaint Form

Date: 10/10/2025

Customer Name: [REDACTED]

Telephone (Optional): _____

Email (Optional): [REDACTED]

Nature of Complaint

- | | |
|---|--|
| ☐ Customer Service | ☐ Food & Drinks |
| ☐ Waiting Time | ☐ Cleanliness |
| ☐ Staff Behaviour: X | ☐ Other |

Complaint Details

“The atmosphere was great, although the queue at the bar became quite long later in the evening.”

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DULCE PECADO
Customer Complaint Form

Date: 10/10/2025

Customer Name: [REDACTED]

Telephone (Optional): _____

Email (Optional): [REDACTED]

Nature of Complaint

- | | |
|---|--|
| ☐ Customer Service | ☐ Food & Drinks |
| ☐ Waiting Time | ☐ Cleanliness |
| ☐ Staff Behaviour | ☐ Other: X |

Complaint Details

“Overall I had a good experience, but I think more seating would make busy nights more comfortable for customers.”

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Hearing Representation

Licensing Act 2003 – Review of Premises Licence Dolce Pecado, 263 High Road, Tottenham, London N15 4RR Premises Licence No: LN/000003019**

Representation on Behalf of the Premises Licence Holder

Introduction

This representation is submitted on behalf of the Premises Licence Holder, **Dulce Pecado UK Ltd**, in response to the review application made under section 51 of the Licensing Act 2003.

The Licence Holder fully recognises the importance of the licensing objectives and wishes to begin by expressing **sincere regret** for the incidents that occurred on **27 and 28 June 2026**. We acknowledge the concerns raised by residents and the Licensing Authority and apologise unreservedly for any inconvenience or disturbance caused.

For over **15 years**, the premises has operated in Haringey as a venue serving the Latin American community, maintaining positive relationships with customers, residents and responsible authorities. Until the recent events, the premises had not experienced significant issues relating to its operation.

The Licence Holder remains committed to promoting:

- The prevention of crime and disorder
- Public safety
- The prevention of public nuisance
- The protection of children from harm

and continues to take seriously any concerns raised by residents or the Licensing Authority.

Existing Licence Conditions

The premises operates under a comprehensive licence including:

- Alcohol sales authorised from 10:00 until 03:00 daily
- Recorded music authorised until 03:00 daily
- Opening hours until 04:00 daily
- Two SIA door supervisors from 22:00 until close
- Digital CCTV throughout trading hours
- Signage requesting patrons to leave quietly
- Controls on external activities

- A condition prohibiting licensable activities in the external area after 23:00

The Licence Holder continues to comply with these conditions and recognises the importance of effective customer management and dispersal.

Clarification Regarding Licensed Hours

A significant part of the review application is based on the assertion that the premises routinely trades beyond its permitted hours.

This is **factually incorrect**.

The premises licence authorises **opening until 04:00 daily**. Licensable activities cease at 03:00, but customers may remain on the premises until 04:00.

Accordingly, the presence of customers after 03:00 does not, in itself, establish a breach of the licence. Allegations of operating beyond licensed hours should therefore be treated with caution unless supported by evidence showing licensable activities continuing after 03:00.

Noise Nuisance Allegations

The review application relies heavily on allegations of noise from music, patrons arriving and leaving, and customers congregating nearby.

The Licence Holder accepts that any late-night venue can generate some disturbance. However, there is **no independent evidence** before the Committee demonstrating that the premises is responsible for noise at a level amounting to a public nuisance. There is:

- No acoustic report
- No Environmental Health evidence
- No statutory nuisance finding
- No documented enforcement history demonstrating persistent failure

The Licence Holder respectfully submits that licensing decisions should be **evidence-led and proportionate**.

Alleged Crime and Disorder

The application refers to alleged arguments, fights and anti-social behaviour outside the premises.

The premises already employs licensed SIA door supervisors and maintains CCTV in accordance with licence conditions. Importantly:

- No Police review has been submitted
- No evidence has been produced showing crime levels attributable to the premises

The Licence Holder remains willing to work closely with the Metropolitan Police should any specific concerns arise.

Events of 27–28 June 2026

The Licence Holder acknowledges the concerns raised by the Licensing Authority regarding activities that allegedly took place outside the premises during the Tottenham Hotspur Stadium event weekend.

The Authority's warning letter referred to:

- Alleged sale of alcohol from the public highway
- Alleged street trading activity
- A DJ booth and sound equipment outside the premises
- Potential obstruction and public nuisance

The Licence Holder accepts responsibility for the mistakes made during those two days and apologises sincerely. These incidents arose due to the **inexperience of a newly appointed management team**, who mistakenly believed that allowing a small promotional stand and external DJs was acceptable, particularly as other businesses were also engaging in event-related activity.

We fully accept that these decisions should not have been made.

Following the warning, the Licence Holder immediately reviewed operating procedures and ensured that such circumstances will **not be repeated**.

Corrective Measures Implemented

Since the events of 27–28 June, the Licence Holder has implemented additional controls, including:

- No external stalls or trading outside the premises
- No external DJs or music outside the premises
- Clear management procedures to ensure full compliance with licence conditions
- Additional supervision by management during major local events
- Continued use of SIA-licensed security staff
- Enhanced dispersal procedures
- CCTV footage submitted demonstrating responsible customer management
- Engagement with local residents to maintain positive relationships

These measures demonstrate a proactive and responsible approach.

Additional Relevant Circumstances

On **27 July**, the Council sign outside the premises was deliberately damaged by an unknown individual. This incident was captured on CCTV and submitted as part of our evidence. While we do not suggest this incident excuses any earlier mistakes, we believe it is important that the Committee is aware of all relevant circumstances.

Proportionality

The Licensing Act 2003 requires any action taken by the Sub-Committee to be **appropriate and proportionate**.

The Licence Holder respectfully submits that:

- The incidents on 27–28 June were **isolated**, caused by management inexperience, and have been fully addressed
- The premises has a **15-year history** of responsible trading
- No responsible authority has produced evidence of serious or persistent crime and disorder
- No independent evidence demonstrates operation beyond licensed hours
- The Licence Holder has accepted responsibility, apologised, and implemented corrective measures
- Further voluntary actions have been offered

In these circumstances, punitive action such as reducing hours, suspending the licence or revoking the licence would be disproportionate.

Conclusion

The Licence Holder respectfully invites the Licensing Sub-Committee to:

- Dismiss the review application, or
- Conclude that the existing operating measures, together with the corrective actions already implemented, are sufficient to promote the licensing objectives.

Dulce Pecado UK Ltd remains fully committed to working constructively with residents, the Licensing Authority and responsible authorities to ensure the premises continues to operate in a safe, compliant and responsible manner.

Signed 

For and on behalf of

Dulce Pecado UK Ltd

Date: 8 August 2026

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DULCE PECADO

PROFESSIONAL STAFF TRAINING MANUAL

Licensed Premises – United Kingdom

Internal Training & Compliance Manual

1. Introduction

All employees are expected to understand and apply these procedures consistently. Training should be practical, regularly refreshed and documented in the Staff Training Book. Managers should observe staff performance, provide coaching where required and record all completed training. Examples, case studies and scenario-based discussions should be used to reinforce learning. The aim is not only legal compliance but also the delivery of a safe, professional and welcoming environment for customers, colleagues and the wider community. All employees are expected to understand and apply these procedures consistently. Training should be practical, regularly refreshed and documented in the Staff Training Book. Managers should observe staff performance, provide coaching where required and record all completed training. Examples, case studies and scenario-based discussions should be used to reinforce learning. The aim is not only legal compliance but also the delivery of a safe, professional and welcoming environment for customers, colleagues and the wider community.

Purpose of the manual

Purpose of the manual is an essential part of venue operations. Employees should understand the policy, follow written procedures, ask for clarification whenever uncertain and report concerns immediately. Managers should review performance, document any additional coaching and ensure that staff remain competent. Practical examples include realistic customer interactions, decision making, recording actions taken, and discussing how each action supports the licensing objectives. Purpose of the manual is an essential part of venue operations. Employees should understand the policy, follow written procedures, ask for clarification whenever uncertain and report concerns immediately. Managers should review performance, document any additional coaching and ensure that staff remain competent. Practical examples include realistic customer interactions, decision making, recording actions taken, and discussing how each action supports the licensing objectives.

Commitment to customer safety

Commitment to customer safety is an essential part of venue operations. Employees should understand the policy, follow written procedures, ask for clarification whenever uncertain and report concerns immediately. Managers should review performance, document any additional coaching and ensure that staff remain competent. Practical examples include realistic customer interactions, decision making, recording actions taken, and discussing how each action supports the licensing objectives. Commitment to customer safety is an essential part of venue operations. Employees should understand the policy, follow written procedures, ask for clarification whenever uncertain and report concerns immediately. Managers should review performance, document any additional coaching and ensure that staff remain competent. Practical examples include realistic customer interactions, decision making, recording actions taken, and discussing how each action supports the licensing objectives.

Overview of staff responsibilities

Overview of staff responsibilities is an essential part of venue operations. Employees should understand the policy, follow written procedures, ask for clarification whenever uncertain and report concerns immediately. Managers should review performance, document any additional coaching and ensure that staff remain competent. Practical examples include realistic customer interactions, decision making, recording actions taken, and discussing how each action supports the licensing objectives. Overview of staff responsibilities is an essential part of venue operations. Employees should understand the policy, follow written procedures, ask for clarification whenever uncertain and report concerns immediately. Managers should review performance, document any additional coaching and ensure that staff remain competent. Practical examples include realistic customer interactions, decision making, recording actions taken, and discussing how each action supports the licensing objectives.

2. Licensing Objectives

All employees are expected to understand and apply these procedures consistently. Training should be practical, regularly refreshed and documented in the Staff Training Book. Managers should observe staff performance, provide coaching where required and record all completed training. Examples, case studies and scenario-based discussions should be used to reinforce learning. The aim is not only legal compliance but also the delivery of a safe, professional and welcoming environment for customers, colleagues and the wider community. All employees are expected to understand and apply these procedures consistently. Training should be practical, regularly refreshed and documented in the Staff Training Book. Managers should observe staff performance, provide coaching where required and record all completed training. Examples, case studies and scenario-based discussions should be used to reinforce learning. The aim is not only legal compliance but also the delivery of a safe, professional and welcoming environment for customers, colleagues and the wider community.

Prevent crime and disorder

Prevent crime and disorder is an essential part of venue operations. Employees should understand the policy, follow written procedures, ask for clarification whenever uncertain and report concerns immediately. Managers should review performance, document any additional coaching and ensure that staff remain competent. Practical examples include realistic customer interactions, decision making, recording actions taken, and discussing how each action supports the licensing objectives. Prevent crime and disorder is an essential part of venue operations. Employees should understand the policy, follow written procedures, ask for clarification whenever uncertain and report concerns immediately. Managers should review performance, document any additional coaching and ensure that staff remain competent. Practical examples include realistic customer interactions, decision making, recording actions taken, and discussing how each action supports the licensing objectives.

Ensure public safety

Ensure public safety is an essential part of venue operations. Employees should understand the policy, follow written procedures, ask for clarification whenever uncertain and report concerns immediately. Managers should review performance, document any additional coaching and ensure that staff remain competent. Practical examples include realistic customer interactions, decision making, recording actions taken, and discussing how each action supports the licensing objectives. Ensure public safety is an essential part of venue operations. Employees should understand the policy, follow written procedures, ask for clarification whenever uncertain and report concerns immediately. Managers should review performance, document any additional coaching and ensure that staff remain competent. Practical examples include realistic customer interactions, decision making, recording actions taken, and discussing how each action supports the licensing objectives.

Prevent public nuisance

Prevent public nuisance is an essential part of venue operations. Employees should understand the policy, follow written procedures, ask for clarification whenever uncertain and report concerns immediately. Managers should review performance, document any additional coaching and ensure that staff remain competent. Practical examples include realistic customer interactions, decision making, recording actions taken, and discussing how each action supports the licensing objectives. Prevent public nuisance is an essential part of venue operations. Employees should understand the policy, follow written procedures, ask for clarification whenever uncertain and report concerns immediately. Managers should review performance, document any additional coaching and ensure that staff remain competent. Practical examples include realistic customer interactions, decision making, recording actions taken, and discussing how each action supports the licensing objectives.

Protect children from harm

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additional coaching and ensure that staff remain competent. Practical examples include realistic customer interactions, decision making, recording actions taken, and discussing how each action supports the licensing objectives.

3. Staff Standards

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Appearance and professionalism

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Communication

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Teamwork

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Confidentiality

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4. Responsible Alcohol Retailing

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Recognising intoxication

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Refusing service

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Escalation procedure

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Recording refusals

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5. Challenge 25

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Acceptable ID

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Common fake ID indicators

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Example scenarios

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6. Customer Welfare & Ask for Angela

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Supporting vulnerable guests

Supporting vulnerable guests is an essential part of venue operations. Employees should understand the policy, follow written procedures, ask for clarification whenever uncertain and report concerns immediately. Managers should review performance, document any additional coaching and ensure that staff remain competent. Practical examples include realistic customer interactions, decision making, recording actions taken, and discussing how each action supports the licensing objectives. Supporting vulnerable guests is an essential part of venue operations. Employees should understand the policy, follow written procedures, ask for clarification whenever uncertain and report concerns immediately. Managers should review performance, document any additional coaching and ensure that staff remain competent. Practical examples include realistic customer interactions, decision making, recording actions taken, and discussing how each action supports the licensing objectives.

Discreet assistance

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Contacting management

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Incident recording

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7. Conflict Management

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Early intervention

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De-escalation

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Working with SIA

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Safe removal

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8. Health, Safety & Fire

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Daily inspections

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Hazard reporting

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Fire procedures

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Evacuation

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9. Closing Procedures

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Noise management

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Cash handling

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Cleaning

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Lock-up checklist

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10. Training Records

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Staff Training Book

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Refresher training

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Knowledge assessments

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Manager sign-off

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Enhanced Security Risk Assessment

Venue Name: Dulce Pecado Bar & Grill

Venue Address: Seven Sisters, London, United Kingdom

Prepared by Black Hawk Protection Ltd

This enhanced professional security risk assessment has been prepared for Dulce Pecado Bar & Grill located in Seven Sisters, London by Black Hawk Protection Ltd. The purpose of this assessment is to identify operational and security risks while outlining the proactive and professional measures Black Hawk Protection Ltd will implement to create a safe, welcoming, and professionally managed environment for staff, customers, local residents, and surrounding businesses.

Assessment Date: 28 May 2026

1. Scope of Assessment

This assessment covers all operational and customer-facing areas within the venue, including entrance and exit points, queue management, customer welfare, CCTV monitoring, emergency procedures, customer dispersal arrangements, and perimeter security.

2. Identified Security Risks

- **Aggressive or Disorderly Behaviour:** Risks associated with intoxicated individuals causing disruption or confrontation.
- **Theft and Property Loss:** Risks relating to theft involving tills, customer belongings, or operational equipment.
- **Unauthorised Access:** Potential access to restricted staff-only or management areas.
- **Drug-Related Activity:** Possibility of illegal substance possession or distribution on the premises.
- **Emergency Incidents:** Delayed responses during fire evacuations, medical emergencies, or violent incidents.
- **External Disturbance Risks:** Noise, anti-social behaviour, or disruption affecting local residents and neighbouring businesses during closing periods.

3. Positive Security Measures Implemented by Black Hawk Protection Ltd

- **Two SIA Licensed Door Supervisors at All Times:** A minimum of two professional SIA licensed door supervisors will remain on duty during all operational hours to ensure continuous protection for staff and customers.
- **Additional Security During Events and Functions:** During any organised event, private function, or period of increased attendance, a third SIA licensed door supervisor will be required to strengthen venue safety and operational coverage.
- **Body-Worn Cameras:** A minimum of two security officers will wear body-worn cameras to improve

transparency, accountability, incident prevention, and evidence gathering.

- **Building Positive Customer Relationships:** Security personnel will maintain a professional, approachable, and respectful presence to build trust and positive relationships with customers while ensuring their safety and wellbeing.
- **Customer Service Standards:** Black Hawk Protection Ltd personnel will support customer welfare, assist vulnerable individuals, and maintain a welcoming atmosphere for all guests.
- **Conflict Prevention and De-escalation:** All officers are trained in conflict management, communication, and de-escalation techniques to minimise risks and prevent escalation.
- **Proper Dispersal Policies:** Structured customer dispersal procedures will be implemented at closing times to ensure customers leave safely and respectfully without negatively impacting neighbouring residents or surrounding businesses.
- **Community Protection:** Security staff will actively monitor external areas to ensure the surrounding Seven Sisters community, neighbouring businesses, and residents are respected and protected from disruption.
- **CCTV Monitoring and Rapid Response:** Security teams will support active CCTV monitoring and provide rapid response to incidents where required.

4. Existing Control Measures

- Internal and external CCTV systems installed.
- Clearly marked emergency exits and evacuation routes.
- Incident reporting and communication systems established.
- Controlled entry procedures already in place.
- Staff trained in safety awareness and emergency response procedures.

5. Additional Recommendations

- Continue regular joint briefings between management and security staff.
- Increase lighting around entrances and smoking areas.
- Maintain accurate incident, refusal, and dispersal logs.
- Conduct periodic reviews of security procedures and staffing levels.
- Continue engagement with local authorities and neighbouring businesses.

6. Risk Rating Summary

Due to the operational nature of late-night hospitality venues, the overall security risk level for the venue is assessed as **Medium to High**. However, the enhanced measures implemented by Black Hawk Protection Ltd will significantly reduce operational risks, improve customer confidence, strengthen staff safety, and maintain a safe and welcoming environment.

7. Conclusion

Black Hawk Protection Ltd is committed to delivering professional security services that prioritise safety, customer care, professionalism, and positive community relations. Through visible security presence, trained SIA licensed door supervisors, body-worn cameras, proactive customer engagement, and proper customer dispersal procedures, the venue will benefit from a safer, more welcoming, and responsibly managed environment for staff, customers, neighbouring residents, and surrounding businesses.

8. Security Risk Matrix

Risk	Likelihood	Impact	Overall Risk
Aggressive Behaviour	High	High	High
Theft / Property Loss	Medium	Medium	Medium
Unauthorised Access	Medium	High	High
Drug-Related Activity	Medium	High	High
Emergency Evacuation Delays	Low	High	Medium
Neighbourhood Disturbance	Medium	Medium	Medium

Prepared By:

Black Hawk Protection Ltd

Professional Security & Risk Management Services



REFUSAL ENTRY
BARS / CLUBS

BLACK HAWK

PROTECTION LTD

This form records the details of an individual who has been refused entry to the premises.

To be completed truthfully and kept on file in accordance with venue policy.

DATE OF REFUSAL: ____ / ____ / ____	TIME OF REFUSAL: ____ ☐ AM ☐ PM
VENUE NAME:	VENUE ADDRESS:
DOOR SUPERVISOR / STAFF NAME:	STAFF ID / SIA NO.:

INDIVIDUAL REFUSED ENTRY DETAILS

FULL NAME: _____	
DATE OF BIRTH: ____ / ____ / ____	GENDER: ☐ MALE ☐ FEMALE ☐ OTHER
ADDRESS: _____	
POSTCODE: _____	CONTACT NUMBER (IF KNOWN): _____
IDENTIFICATION SEEN: ☐ YES ☐ NO	TYPE OF ID: _____

REASON FOR REFUSAL (Please tick all that apply)

- | | |
|--|--|
| ☐ Underage / No Valid ID | ☐ Dress Code |
| ☐ Intoxicated / Under the Influence | ☐ Capacity / Overcrowding |
| ☐ Aggressive / Disorderly Behaviour | ☐ Failure to Comply with Entry Policy |
| ☐ Banned from Premises | ☐ Other (Please Specify): _____ |
| ☐ Drug Related Activity / Suspicion | |

DETAILS OF INCIDENT / OBSERVATIONS

Provide a brief but clear account of the circumstances leading to the refusal.



THE INDIVIDUAL WAS REFUSED ENTRY AND ASKED TO LEAVE THE PREMISES.
THEY WERE INFORMED THAT IF THEY RETURN, THEY MAY BE SUBJECT TO REMOVAL AND/OR POLICE INVOLVEMENT.

FOLLOW UP ACTION

LEFT WILLINGLY: ☐ YES ☐ NO	ESCORTED FROM PREMISES: ☐ YES ☐ NO	POLICE CALLED: ☐ YES ☐ NO
ADDITIONAL NOTES / ACTION TAKEN: _____		
STAFF SIGNATURE: _____	DATE: ____ / ____ / ____	

Tel: 07438982141



Email: info@blackhawkprotection.uk

PROFESSIONAL • RELIABLE • PROTECTING WHAT MATTERS

SECURITY LOG

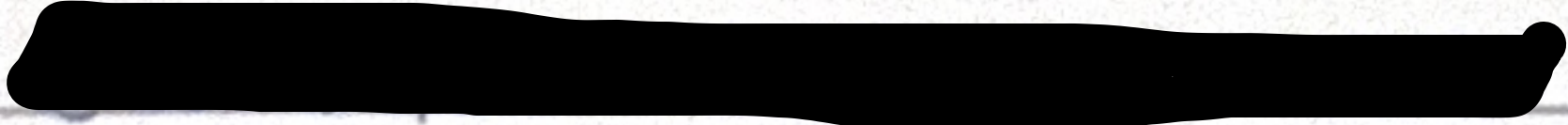
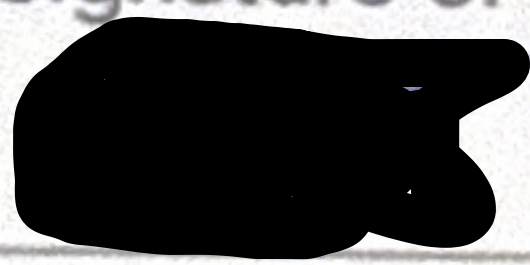
Incident Date: <u>01-06-2026</u>		Incident Time: <u>01:59</u>	
Description of Incident:		IC4 Male had disagreement IC1 Male with a swift response he was escorted out, with a situation that's life being defuse and he has left the area.	
Person(s) Involved			
Witnesses			
Police Involvement		Required Yes ☐ No ☒	
Responding Police Officer:			
Results of Police Involvement:			
Security Officer in Charge:		Signature of Officer in Charge:	

NOTES: _____

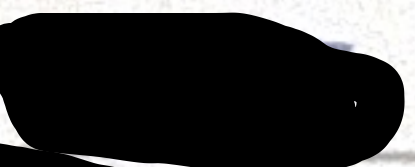
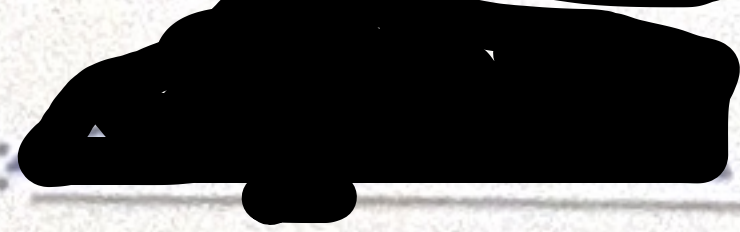
SIGNATURE (REPORTING PERSON): _____ DATE: 01-06-2026

SUPERVISOR SIGNATURE: _____ DATE: 01-06-2026

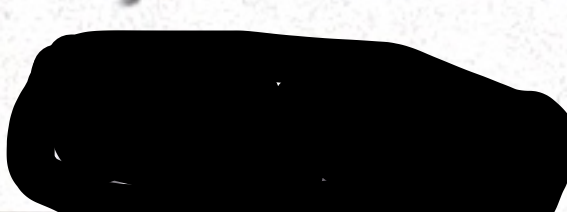
SECURITY LOG

Incident Date: <u>18/09/28</u>		Incident Time: <u>3:10 AM</u>	
Description of Incident:	The Gentleman become Very Aggressive towards		
	A member of STAFF And to 2 Customers		
	he was ASK A few times to calm down but		
	He refused At that I was dealing with a		
Person(s) Involved	Incident At the front door where a lady from		
	the same group was trying to verbally and		
	physically which I separated my manager and		
	Supervisor of Security was also present on that		
Witnesses	day who Assisted with taken out th gentleman		
	from inside the Venue he was put outside the		
	Gate to sit on the floor because he was extremely		
	Violent then his Group prozed to intervene everything		
Police Involvement	was under control because my manager and		
	Supervisor was present. we realised the guy was		
	bleeding because he repeatedly fell trying to get up		
	to fight we initially called the ambulance to get		
Responding Police Officer:	Him looked At he even become Agresive towards the		
	lady in the ambulance. He was later cleaned up and		
	Released.		
Results of Police Involvement:	Required Yes ☐ No ☒		
Security Officer in Charge:		Signature of Officer in Charge:	
			

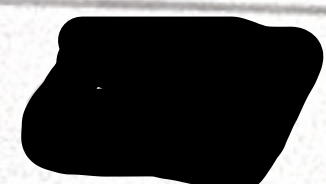
NOTES: _____

SIGNATURE (REPORTING PERSON): 	DATE: <u>18/09/28</u>
SUPERVISOR SIGNATURE: 	DATE: <u>18/09/28</u>

SECURITY LOG

Incident Date: <u>26/07/26</u>		Incident Time: <u>2 AM</u>	
Description of Incident:	THE LADY WAS CONFUSED		
	THINKING ANOTHER PERSON		
	FROM THE VENUE HAD HER		
	BOYFRIEND'S PHONE AND START		
	ARGVING WITH OTHER CUSTOMER		
Person(s) Involved	WE ASK HER TO GO OUTSIDE TO EXPLAIN WHAT HAPPENED THEN THE BOYFRIEND REALIZE		
Witnesses	HE LEFT THE PHONE AT THE BAR CHARGING HE RECOVERED AND LEFT WITH THE LADY,		
Police Involvement	Required Yes ☐ No ☒		
Responding Police Officer:			
Results of Police Involvement:			
Security Officer in Charge:		Signature of Officer in Charge:	
			

NOTES: _____

SIGNATURE (REPORTING PERSON):  DATE: 26-07-26

SUPERVISOR SIGNATURE:  DATE: 26-07-26

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Certificate of Employers' Liability Insurance

In accordance with the requirement of regulation 5 of the Employers' Liability (Compulsory Insurance) Regulations 1998 as amended by regulation 2 of the Employers' Liability (Compulsory Insurance) Regulations 2008 (the Regulations), one or more copies of this certificate must be displayed at each place of business at which the policyholder employs persons covered by the policy. This requirement will be satisfied if the certificate is made available in electronic form and each relevant employee to whom it relates has reasonable access to it in that form.

Policy number	[REDACTED]
The insured	Black Hawk Protection Ltd
Inception date	22/01/2026
Expiry date	21/01/2027

We hereby certify that subject to paragraph 2 below

1. The Policy to which this certificate relates satisfies the requirements of the relevant law applicable in Great Britain, Northern Ireland, the Isle of Man, the Isle of Jersey, the Island of Guernsey and the Island of Alderney
2. The minimum amount of cover provided by this policy is no less than £5 million

Signed on behalf of HDI Global Specialty SE and Great Lakes Insurance UK Limited
(Authorised Insurer)

Group CEO, Simply Business

Notes

This Certificate will only cover the individual or companies listed on our schedule. If you have any subsidiary companies that require cover for employees, please inform us. This will help ensure that you have the correct cover as an employer.

SIGN IN SHEET



BLACK HAWK

FPA Cooper's

Name	Date	Badge No	Time In	Time Out	Time Served	Initials
[REDACTED]	24/7/26	1011	22:00	04:00	06 hrs	OL
[REDACTED]	24/7/26	1935	22:00	04:00	06 hrs	MB
[REDACTED]	25/07/26	1935	22:00	04:00	6 hrs	MB
[REDACTED]	25/07/26	8997	22:00	04:00	6h	MB
[REDACTED]	25/07/26	8997	22:00	04:00	6H	LS
[REDACTED]	25/07/26	8848	22:00	04:00	6H	G.O
		FINISH	START			
[REDACTED]	31/07/26	1935	22:00	04:00	6H	MB
[REDACTED]	31/07/26	8848	22:00	04:00	6H	G.O
		FINISH	START			
[REDACTED]	01/08/26	1935	22:00	04:00	6H	MB
[REDACTED]	01/08/26	8283	22:00	04:00	6H	A.A
[REDACTED]	02/08/26	8848	22:00	04:00	6H	G.O
[REDACTED]	02/08/26	1011	22:00	04:00	6H	OL

Type your text

Employee Training Record

Manager Declaration

I confirm that all members of staff have received appropriate training relevant to their role and that refresher training will be provided as required.

Manager Name: _____

Signature: _____ Date: ____ / ____ / ____

DULCE PECADO

NIGHTCLUB



NO DRUGS

ZERO TOLERANCE TO DRUGS

Dulce Pecado operates a zero-tolerance policy towards the possession, use, supply or distribution of illegal drugs.



ANY PERSON FOUND IN POSSESSION OF OR USING ILLEGAL DRUGS WILL BE **REFUSED ENTRY** OR **REMOVED** FROM THE PREMISES IMMEDIATELY.



WE WILL ALWAYS **CONTACT THE POLICE** WHERE APPROPRIATE AND COOPERATE FULLY WITH THEM AND THE LICENSING AUTHORITY.



THIS POLICY IS IN PLACE TO PROTECT THE **SAFETY** AND **WELLBEING** OF OUR CUSTOMERS, STAFF AND THE LOCAL COMMUNITY.



CCTV IS IN OPERATION THROUGHOUT THE VENUE FOR YOUR SAFETY AND SECURITY.

**THANK YOU FOR HELPING US MAINTAIN
A SAFE ENVIRONMENT FOR EVERYONE.**



LEGAL BASIS

This policy is operated in accordance with:

- Misuse of Drugs Act 1971
- Health and Safety at Work etc. Act 1974
- Licensing Act 2003
- Crime and Disorder Act 1998

**MANAGEMENT
DULCE PECADO**

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NOTICE



PLEASE RESPECT OUR NEIGHBOURS

YOU ARE LEAVING A RESIDENTIAL AREA



LEAVE THE VENUE QUIETLY
Please keep noise to a minimum.



RESPECT OUR NEIGHBOURS
We are in a residential area.
Please be considerate.



NO SHOUTING OR LOUD MUSIC
Keep voices low.
No loud music or anti-social behaviour.



MOVE AWAY FROM THE ENTRANCE
Please do not congregate outside
the venue or block the entrance.



FOLLOW STAFF & POLICE INSTRUCTIONS
You may be asked to leave the area.
Failure to comply may result in
police intervention.



ANTI-SOCIAL BEHAVIOUR IS A CRIME.
Police have the power to disperse groups in this area.



THANK YOU FOR HELPING US KEEP
DULCE PECADO A SAFE AND WELCOMING VENUE.

DULCE PECADO

— WE APPRECIATE YOUR COOPERATION —

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ASK FOR ANGELA



YOUR SAFETY MATTERS TO US

**FEELING
UNSAFE,
VULNERABLE
OR
THREATENED?**

ASK FOR ANGELA.

Speak to any member of
our staff and ask for **Angela**.

We'll understand.

We'll help, discreetly.



**DISCREET
SUPPORT**

Our staff will assist
you privately and
discreetly.



**TRAINED
STAFF**

Our team is trained
to help and support
you.



**CONFIDENTIAL
SERVICE**

Your privacy and
safety are our
priority.



**WE ARE
HERE TO HELP**

We will help you get
the support you
need.



**DULCE PECADO IS COMMITTED TO
PROVIDING A SAFE AND WELCOMING ENVIRONMENT
FOR EVERYONE.**



DULCE PECADO

**THANK YOU FOR HELPING US KEEP OUR VENUE
SAFE, RESPECTFUL AND ENJOYABLE FOR ALL.**

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STAFF TRAINING RECORDS AVAILABLE

PLEASE ASK TO VIEW

Our staff receive **REGULAR TRAINING** to ensure a safe, responsible and enjoyable environment for all.



CHALLENGE 25

We check ID to prevent underage sales of alcohol.



RESPONSIBLE ALCOHOL SERVICE

Our staff are trained to serve alcohol responsibly.



ASK FOR ANGELA

Our team is trained to support anyone who feels unsafe or vulnerable.



SAFETY & WELLBEING

We prioritise the safety and wellbeing of our customers and staff.



OUR STAFF ARE TRAINED IN:

- ✓ Challenge 25
- ✓ Responsible Alcohol Retailing
- ✓ Ask for Angela
- ✓ Safeguarding & Vulnerable People
- ✓ Conflict Management & De-escalation
- ✓ Drugs Awareness
- ✓ Health & Safety
- ✓ Fire Safety & Evacuation
- ✓ CCTV, Security & Incident Reporting
- ✓ Our Licensing Conditions



WE COMPLY WITH ALL RELEVANT UK LAWS AND LICENSING REQUIREMENTS, including the Licensing Act 2003, Health & Safety at Work Act 1974, Equality Act 2010 and Data Protection Act 2018 (UK GDPR).



THIS STAFF TRAINING RECORD IS KEPT ON PREMISES AND IS **AVAILABLE FOR INSPECTION** AT ANY TIME UPON REQUEST BY AN AUTHORISED OFFICER.



**DULCE
PECADO**

— NIGHTCLUB & BAR —

THANK YOU FOR HELPING US KEEP DULCE PECADO
SAFE, RESPECTFUL & ENJOYABLE FOR EVERYONE.

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— NIGHTCLUB & BAR —



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