To Whom It May Concern

24 April 2024

I am writing to confirm that Elise Larkin was employed by **10 Downing Street** as my **Private Secretary** from **March 2021** **to February 2022**, during my tenure as **Prime Minister of the United Kingdom.**

In this capacity, Elise worked closely with me and my senior team. I have personal knowledge of her duties and responsibilities while employed as my **Private Secretary.** In this role, she performed the following duties:

* Ensuring the smooth operation of my office, including management of my 24/7 Office Support team of 20 staff, oversight of my schedule and ‘box’ process for policy decision-making.
* Implementing new processes to improve my scheduling, ensuring meetings and engagements were prepared effectively and supporting my preparation for Cabinet Committees as required.
* Coordinating across my office and across government more widely to communicate my decisions and ensure delivery on my priorities.
* Providing verbal and written policy advice on her areas of responsibility, including equalities issues and the legislative programme. This included planning for the content of the 2022 Queen’s Speech and Third Session legislative programme.
* Managing ministerial appointments including successful delivery of multiple Cabinet reshuffles, coordinating effectively across communications, logistics and handling stakeholder stakeholders.

If you have any questions or need additional information, please do not hesitate to contact me at via my office: [shelley@BorisJohnsonOffice.com](mailto:shelley@BorisJohnsonOffice.com).

A signature of a person

Description automatically generated

RT HON BORIS JOHNSON