

**MARCH 2020****Sunday 1 March***Chequers  
Public Health England visit*

- 1205-1310 Walk with Carrie
- 1507 Depart Chequers for Public Health England visit
- 1530-1547 Phone call with Matt Hancock, Chris Whitty (CMO), Chris Wormald, Dominic Cummings, Ed Lister, Martin Reynolds, Imran Shafi, James Slack, Lee Cain, Ben Warner, Patrick Vallance (CMA), Shelley Williams Walker + Lucia Hodgson, Jack Doyle, Tara Soomro, Natasha Price, Rosie Bate-Williams and Peter Tallantire
- 1550 Arrive Public Health England (61 Colindale Avenue NW9 5EQ)  
Met by Gwyn Morris and Incident Response team
- 1605 Meet with team in Guidance Cell
- 1610 Tour of Incident Room
- 1620 Transfer to third floor and put on lab coat
- 1630 Meet staff in Testing Lab
- 1635 Prep for clip
- 1640 Clip in Lab
- 1650 Digi clip
- 1655 Depart for Royal Free Hospital (Pond Street, Hampstead NW3 2QC) (with bikes)
- 1720 Arrival and meeting with Sir Mike Jacobs (infectious disease expert), Caroline Clarke (CEO, NHS North London), Kate Slemeck (CEO, Royal Free) and doctor and nurse working on virus outbreak
- 1735 Walk through new ward and wash hands
- 1740 Depart via main concourse and meet general hospital patients and families
- 1820 Depart for Chequers
- 1908 Return to Chequers
- 2136 Depart Chequers for No10
- 2238 Return to No10

**Monday 2 March**

- 0837 Down from Flat
- 0839-0902 Political meeting + Dominic Cummings, Cleo Watson, Munira Mirza and Dougie Smith
- 0902-0937 Morning meeting on Coronavirus + Cleo Watson, James Slack, Imran Shafi, Tara Soomro, Chris Whitty, Dominic Cummings,

Helen MacNamara, Patrick Vallance, SoS/DH, Chief Whip, Ed Lister, Chancellor of the Exchequer, Stuart Glassborow, Liam Booth Smith and Martin Reynolds

0941-0946 Meeting with Dominic Cummings and Lee Cain

0946-0949 Meeting with Sheridan Westlake

0952-1002 SpAd case submission meeting + Clare Brunton, Dominic Cummings, Stuart Glassborow and Helen MacNamara

1004-1019 Prep time for Cobra meeting + Mark Sedwill, Imran Shafi, Tara Soomro, Stuart Glassborow, Katherine Hammond, SoS/DH, Martin Reynolds, Ed Lister and Chris Wormald

1026-1130 Cobra on Coronavirus + Martin Reynolds, Imran Shafi, Tara Soomro and Lee Cain

1137-1253 Media clip + Dominic Cummings, Lee Cain and Amy Prewer

1213-1301 Meeting with Andrew Parker (Head, MI5) and Ken McCallum + Hannah Young and Dominic Cummings

1302 Lunch

1318-1327 Prep time for World Book Day Reception

1327-1330 Syria update + Ed Lister, Steve Higham and Martin Reynolds

1330-1353 World Book Day Reception

1353-1405 Flooding meeting + Lee Cain, Martin Reynolds, Ed Lister and Rebecca Hogg

1405-1431 Meeting with Cabinet Secretary + Lee Cain, Ed Lister, Martin Reynolds and Stuart Glassborow

1433-1522 Domestic Priorities meeting + Dougie Smith, Lee Cain, Hannah Young, Munira Mirza, Rebecca Hogg, Dominic Cummings, Olivia Shillabeer, Patrick Curry, Mark Sweeney and Joanna K

1549-1615 Prep time for Defra Departmental Performance meeting + Rebecca Hogg, Munira Mirza, Dominic Cummings, Anouka Dhadda, Mark Sedwill, Patrick Curry, Sam Richards and Ben Warner

1615-1728 Defra Departmental Performance meeting

1745-1826 Drink with Ted Verity (Editor, Mail on Sunday) + James Slack and Lee Cain

1826-1830 With Munira Mirza

1830-1845 Box work

1920-1928 With Lee Cain

1930 To Flat

2030-2100 Dog walk

### Tuesday 3 March

0833-0851 Morning meeting + Chancellor of the Exchequer, Chris Whitty (CMO), SoS/DH, Mark Sedwill, Dominic Cummings, Ed Lister, Martin Reynolds, Stuart Glassborow, Lee Cain, James Slack, Liam



Booth Smith, Tara Soomro, Ben Warner, Jack Doyle, Imran Shafi and Patrick Wallace

0856-0902 With Martin Reynolds, Stuart Glassborow and Helen MacNamara

0905-1000 Cabinet

1015-1040 Prep time for Press Conference + Imran Shafi, James Slack, Jack Doyle, Chris Whitty (CMO), Chief Scientific Adviser and Lee Cain

1042-1120 Press Conference

1135 Depart for private appointment (East Grinstead)

1145 Phone call with Johan Christofferson (Christofferson, Robb & Co) + Ed Lister and Cleo Watson

1415-1449 Phone call with President Erdogan of Turkey + Ed Lister, Martin Reynolds, Stuart Glassborow, Will Gelling, Jonno Evans, Tara Soomro, Steve Higham, Lucy Campbell, Sian Eastment, David Quarrey, Georgie Barker, Jess Seldon and Kevin Alsac (interpreter)

1532 Return to No10

1540-1557 Meeting with HM Trade Commissioners + Ed Lister, Katie Lam and Oliver Christian

Antony Phillipson, HMTc North America

Andrew Mitchell, HMTc Europe

Alan Gemmell, Incoming HMTc South Asia

Emma Wade-Smith, HMTc Africa

Joanna Crellin, HMTc Latin America and the Caribbean

Judith Slater, HMTc Eastern Europe and Central Asia

Richard Burn, HMTc China & Hong Kong

Simon Penney, HMTc Middle East, Afghanistan & Pakistan

Sam Myers, Acting HMTc Asia Pacific

Antonia Romeo, Permanent Secretary, Department for International Trade

John Mahon, DG Exports, Department for International Trade

1600-1700 Meeting with Cressida Dick, Met Commissioner + Roisha Hughes, Hannah Young and Dominic Cummings

1702-1730 PMQs prep meeting

1750 Depart No10 for Clarence House

1800-1920 Private drink with HRH Prince of Wales (Clarence House)

1930 Return to No10

Wednesday 4 March

0830-0900 Hairdresser

0900-0952 Morning meeting + Chancellor of the Exchequer, Mark Sedwill, Tara Soomro, Ed Lister, Martin Reynolds, Stuart Glassborow, Chief Whip, Cleo Watson, Liam Booth Smith and Imran Shafi  
 0952-0955 Iran – IMS meeting  
 0955-1050 PMQs prep meeting + Nicholas Howard, John Allen, Trudy Harrison, Anouka Dhadda, Michael Gove, Oliver Dowden and Lucia Hodgson  
 1105-1140 Prep time for PMQs  
 1140 Depart HoC for No10  
 1150 Arrive at HoC  
 1256 To Chamber  
 1200-1235 PMQs  
 1253-1307 Political meeting with Mark Harper (HoC)  
 1308-1338 Political meeting with Jackson Carlaw and Lord McInness (HoC)  
 1346-1405 Meeting with constituency staff (HoC)  
 1405-1430 Prep time for Cabinet Committee on Climate Change + Tara Soomro  
 1430-1600 Cabinet Committee on Climate Change + Tara Soomro (Large Ministerial Conference Room, HoC)  
 1600 Vote (Flooding Debate)  
 1608 Depart HoC for No10  
 1614 Return to No10  
 1617-1639 Phone call with President Macron of France + Ed Llewellyn (HMA), Lucy Campbell, James Slack, David Frost, Georgie Barker, Jess Seldon, Martin Reynolds, David Quarrey, Philippa Saunders, Steve Higham, Tara Soomro, Will Gelling, Sian Eastment and Stuart Glassborow  
 1640-1710 Meeting on GB-NI Connectivity + Emily Benyon, Andrew Gilligan, Martin Reynolds, Stuart Glassborow, Ed Lister, James Slack, Jonathan Black and Craig Smith  
 1710-1714 With Cleo Watson and Ush Patel  
 1714-1729 Prep time for This Morning interview + Lee Cain, Declan Lyons, Clare King and Damon Poole  
 1729-1739 Prep time for Science and Technology Council + Emily Benyon, Lee Cain and Mark Lloyd  
 1739-1801 Drop in to Science and Technology Council meeting  
 1801-1803 With Stuart Glassborow and Martin Reynolds  
 0806 Depart No10 for Buckingham Palace + Martin Reynolds (back door)  
 1815 Audience of The Queen (Buckingham Palace)  
 1924 Return to No10  
 1927 In office speaking with Martin Reynolds and Stuart Glassborow



1941 To Flat  
2039-2113 Dog walk

Thursday 5 March

0709	Depart for tennis with Ben Elliott (Winfield House)
0858	Return to No10
0859-0935	Morning meeting with Mark Carney, Governor of the Bank of England + Chancellor of the Exchequer, Jonathan Black, Mark Sedwill, Dominic Cummings, Stuart Glassborow, Imran Shaf, Ed Lister and Lee Cain
0936-0948	Quick pre-brief with SoS/Health, Chris Wormald, Keith Willetts and Sir Patrick Vallance (on spider phone) + Stuart Glassborow, James Slack, Lee Cain, Ed Lister and Dominic Cummings.
0948	Depart No10 for TV Centre
1010-1050	Interview with This Morning (including prep time) (Studio Works, 6 Television Centre, 101 Wood Lane, London W12 7FW)
1110	Return to No10
1115-1127	Prep time for bilateral with President of Malta + Jonno Evans, Lee Cain, Jo Power and Ed Lister
1128	To Front Door
1130	Bilateral with President Vella of Malta + Lucy Campbell, Ed Lister, Jonno Evans and Jess Seldon
	Malta delegation:
	Joseph Cole, Maltese High Commissioner
	Rosette Spiteri Cachia, Secretary to the Presidency
	Olaph Terribile, Chief of Staff
	Helga Mizzi, Diplomatic Adviser to the President
1200	Lunch
1234-1250	Prep time for International Women's Day event + Lucia Hodgson, Shelley Williams Walker, Joanna Power and Rosie Bates Williams
1250-1300	Writing words for International Women's Day event
1300-1409	International Women's Day Event and Reception
1255	Move to White Room, to meet Hattie Brett (Grazia Magazine editor) and panellists
1300	Move to State Dining Room with Hattie Brett (Grazia Magazine Editor) and panel for panel discussion
	Panel: Dame Kelly Holmes, Dr Anne-Marie Imafidon (CEO, Stemettes)
	Chair (Hattie Brett) to introduce each member of the panel
	Chair to pose questions for the panel to answer
	Chair invites each school to ask one question

- 1330 Panel ends, audience directed through to Pillared Room to join reception  
Group photo of PM and panel guests in State Dining Room, after which they join reception in Pillared Room
- 1340 PM, introduced by Liz Truss (Minister for Women and Equalities), makes short remarks from lectern. Followed by mingling with guests
- 1355 Move to Small Dining Room to meet students from Westminster Kingsway College
- 1410-1455 Prep time for bilateral with Chancellor + Stuart Glassborow, Munira Mirza, Mark Sedwill, Patrick Curry and Olivia Shillabeer
- 1455-1459 Discussion on COBR/Coronavirus with Dominic Cummings, Martin Reynolds, Stuart Glassborow, Ed Lister, James Slack and Lee Cain
- 1459 Depart for COBR
- 1500-1522 COBR meeting on Coronavirus (COBR F, 70 WH)
- 1523-1531 With Martin Reynolds, James Slack, Jack Doyle and Stuart Glassborow
- 1531-1543 With Stuart Glassborow
- 1543-1635 Working in office
- 1643-1659 Update on Coronavirus + Mark Sedwill, Martin Reynolds, Imran Shafi, Ben Warner, Dominic Cummings, Jack Doyle and Lee Cain
- 1710-1750 Clip filming
- 1757-1845 Bilateral with Chancellor of the Exchequer + Stuart Glassborow and Liam Booth Smith
- 1851 Depart No10 for private appointment (St Mary's Hospital)
- 2024 Return to No10

Friday 6 March*Coronavirus Research Visit  
Welsh Conference*

- 0825 To office
- 0830-0845 Prep time for phone call with MbZ + David Quarrey, Ed Lister, Martin Reynolds and Steve Higham
- 0847-0901 Phone call with MbZ, Crown Prince of Saudi Arabia + Ed Lister, Martin Reynolds, Steve Higham, Lucy Campbell, Philippa Saunders, Sian Eastment, James Slack, David Quarrey and Georgie Barker
- 0910-0930 Meeting with Dominic Cummings and Martin Reynolds
- 0951 Depart No10 for Coronavirus Research Visit in Bedford + Olivia Shillabeer



- 1115 Arrive Mologic Laboratory (Bedford Technology Park, MK44 2YA). Met by Mark Davis, CEO Mologic
- 1120 Meeting with the Mologic Senior Team and UK experts + Olivia Shillabeer  
Richard Hatchett, Director – CEPI  
Joe Cerrell, Gates Foundation  
David Heymann, WHO Emergency Committee  
Mark Davis, CEO Mologic  
Paul Davis, Chief Scientific Office, Mologic  
Joe Fichett, Director – Mologic
- 1140 Tour of the Advanced Rapid Diagnostic Lab  
Visit the 3D printer that is making the housing for the test kit  
View lab work to help better understanding of the performance of antibodies and antigens in the test kits
- 1150 Visit Manufacturing Room  
Look at how testing kits are made and manufactured
- 1200 Walk through labs with the molecular machines to understand how they extract and purify the antigens and antibodies for the testing kit
- 1210 Prep
- 1225 National and regional clip
- 1230 Media huddle
- 1245 Depart for political event in Wales
- 1356 Arrive Llangollen HLS. Depart for conference by car
- 1407 Arrive Llangollen Pavillion (Abbey Road, Llangollen LL20 8SW).  
Met by Lord Davies of Gower and Simon Baynes MP
- 1410 Prep
- 1425 Introduction by Simon Hart MP
- 1439 PM speech
- 1448 Prep
- 1456 Regional media
- 1510 Photos with PCC candidates
- 1520 Private meeting with Simon Hart MP
- 1545 Meeting with Paul Davies AM, Leader of the Conservatives in the Welsh Assembly
- 1558 Depart for HLS
- 1612 Depart for London
- 1732 Return to No10
- 1745-1800 Meeting on Transgender Submission + Lee Cain, Munira Mirza and Dominic Cummings
- 1800-1830 Coronavirus update
- 1910 Depart No10 for private appointment at St Mary's

2100 Return to No10

Saturday 7 March

1010 Depart for private appointment  
 1151 Return to No10  
 1450 Depart No10 for England v Wales at Twickenham  
 2037 Hugo Baxter arrives at Chequers  
 2056 Arrive at Chequers  
 2316-2345 Dog walk

Sunday 8 March

*Flood Recovery Visit*

0900 Hugo Baxter departs Chequers  
 1253 Depart for Pound Green Airfield (Flood Recovery visit)  
 1259 Depart Pound Green Airfield by helicopter  
 c. 1330 Land at Pound Green Airfield and depart for Bewdley  
 1348 Arrive Bewdley. Met by Emma Howard Boyd (Chair of the Environment Agency), Anthony Perry (Environment Agency Co-ordinator) and Mark Garner MP  
 1350 Briefing meeting with Environment Agency  
 1405 Meet with Bewdley residents outside affected houses by temporary barrier  
 1411 Attend Residents flood meeting  
 1427 Media prep  
 1440 Media clip  
 1448 Walk around Bewdley  
 1502 Meet with emergency services and Environment Agency responders in St George's Hall Cafe  
 1519 Depart for Pound Green Airfield (with bikes)  
 1525 Depart for Chequers on helicopter  
 1604 Land at Chequers  
 1612-1705 Walk and motorbike ride  
 1936 Depart Chequers for private appointment  
 2019 Arrive at private appointment  
 c. 2130 Return to No10

Monday 9 March

*Commonwealth Day Service*

0858 To office  
 0900-0953 COBR pre-brief  
 0954-1009 Short meeting with Ed Llewellyn, HMA  
 1010-1036 Meeting on Restoration & Renewal  
 1054-1200 COBR meeting on Coronavirus (COBR F, 70 WH)



- 1200-1241 Post COBR meeting/call with First Ministers (COBR F, 70 WH)
- 1245-1307 Warrant signing/lunch
- 1313-1318 Prep time for MoJ Departmental Performance meeting
- 1331-1434 MoJ Departmental Performance meeting
- 1436 Depart No10 for Commonwealth Day Service at Westminster Abbey with Carrie + Tara Soomro
- 1445 Arrive Westminster Abbey. Met by the Dean of Westminster and introduced to the presentation line:  
 The Venerable David Stanton, Canon Treasurer, Sub-Dean, and Archdeacon of Westminster  
 The Reverend Anthony Ball, Canon Steward and Almoner  
 The Reverend Dr James Hawkey, Canon Theologian  
 Mr Paul Baumann CBE, Receiver General  
 [The Prime Minister]  
 The Baroness Scotland of Asthal QC, Secretary-General of the Commonwealth of Nations  
 Mr Mawhinney, with Baroness Scotland  
 The Rt Hon. The Lord Howell of Guildford, Chair, Council of Commonwealth Societies  
 Dr Linda Yueh, Chief Executive, Royal Commonwealth Society
- 1450 National Anthem with fanfare
- 1505 Service commences  
 PM reading at the Greta Lectern
- 1550 Service concludes. Proceed to exit
- 1552 Meet presentation line of performers and Abbey staff:  
 The Revd Christopher Stoltz, *Minor Canon and Precentor*  
 The Revd Mark Birch, Minor Canon and Sacrist  
 The Revd Jennifer Petersen, Minor Canon and Chaplain  
 Ms Lorraine Rossdale, Head of Marketing and Event Management  
 Alexandra Burke  
 Craig David  
 Anthony Joshua OBE
- 1611 Depart Westminster Abbey
- 1619 Return to No10
- 1619-1648 Prep time for Press Conference
- 1650-1720 Press Conference on COVID-19
- 1724-1815 Meeting on Huawei and 5G + Cleo Walker, Martin Reynolds, Mark Sedwill, Chief Whip, Stuart Glassborow, Hannah Young, Dominic Cummings, Will Gelling, Oliver Dowden and others
- 1825-1857 Bilateral with Chancellor of the Exchequer + Stuart Glassborow, Mark Sedwill and Dominic Cummings
- 1859-1927 With Mark Sedwill

1927 Depart No10 for private appointment  
 2106 Return to No10

Tuesday 10 March

0850 To office  
 0853-0857 1-2-1 with Matt Hancock, SoS/Health  
 0900-0930 Morning meeting – update on Coronavirus + Chief Whip, Martin Reynolds, Lee Cain, Imran Shafi, Ben Warner, Patrick Vallance, Tara Soomro, Helen MacNamara, Chris Whitty and Dominic Cummings  
 0930-1000 5G Text meeting + Will Gelling, Hannah Young, Martin Reynolds, Ciaran Martin, Dominic Cummings, Helen Kelly, Ed Lister, SoS/DCMS, Chief Whip and Ben Gascoigne  
 1005-1030 Planning meeting + Patrick Kelly, Stuart Glassborow, Lee Cain, James Slack, Munira Mirza, Ed Lister and Liam Booth Smith  
 1100 Meeting with Helen MacNamara + Ed Lister and Martin Reynolds  
 1233 Lunch with David Frost and John Bew  
 1245 Arrive HoC  
 1245-1322 Meeting with MPs – Esther McVey, Tobias Ellwood (left at 1317), James Gray, Julian Knight, David Morris, James Heath (DCMS) + Will Gelling, Hannah Young, Ben Gascoigne and Chief Whip  
 1333-1345 Charlotte constituency staff meeting  
 1345-1422 Box work and speech prep  
 1422-1447 PMQ prep meeting + Ben Gascoigne, Nicholas Howard, Alex Burghart, Lucia Hodgson, Joshua Kossoff, Declan Lyons and Trudy Harrison  
 1500-1510 With Chief Whip  
 1520-1525 With Chief Whip and Deputy Chief Whip (Stuart Andrew MP)  
 1527-1530 Vote  
 1540-1555 Vote  
 1556-1624 Meeting on Turkey and Syria + Ed Lister, Steve Higham, Will Gelling, David Quarrey, Defence Secretary, PS/Defence Secretary Peter Quinton, Foreign Secretary, PS/Foreign Secretary, Sam Raff and Beth Armstrong  
 1624-1631 With Foreign Secretary  
 1632-1635 Prep for Crime and Justice taskforce + Michael Livingston, Neil Johnson, Dominic Cummings, Munira Mirza, Hannah Young, Blair Gibbs, Jack Doyle  
 1635-1749 Crime and Justice Taskforce meeting  
 1806 Depart HoC for DS  
 1813 Return to No10  
 1820-1834 Prep time for digi filming



1834-1850 Digi filming  
 1850 In office doing box work  
 2011 Depart No10 for private appointment + Carrie  
 2135 Return to No10  
 2155-2215 Dog walk

Wednesday 11 March

*Budget*

0833-0911 Cabinet – Budget + Stuart Glassborow, Martin Reynolds, Olivia Shillabeer, Ed Lister, Dominic Cummings and Chief Whip  
 0911-1000 In office  
 1000-1100 PMQs prep meeting + Nicholas Howard, John Allen, Martin Reynolds and Michael Gove  
 1100 Prep time for PMQs  
 1140 Depart No10 for HoC  
 1146 Arrive HoC  
 1157 To Chamber  
 1203-1233 PMQs  
 1233-1338 Chancellor of the Exchequer's Budget Statement  
 1449 Return to office + Trudy Harrison and Alex Burghart  
 1505 Depart HoC for No10  
 1511 Return to No10  
 1514 Meeting with Lee Cain and Rosie Bate Williams + HM  
 1540-1621 Meeting to discuss the NI protocol + Mark Sedwill, Michael Gove, Simon Ridley (CO), Brendan Threlfall (CO), Oliver Lewis, Jonno Evans and Dominic Cummings  
 1621-1724 Update on Coronavirus + Chris Whitty (CMO), Patrick Vallance, Imran Shafi, Tara Soomro, Martin Reynolds, Lee Cain, Alex Aiken and James Slack  
 1725-1748 Private meeting with Matthew Rycroft + Martin Reynolds and Dominic Cummings  
 1749-1804 Meeting on MoD vexatious claims + Steve Higham, Rebecca Hogg, Chief Whip, Ben Gascoigne and Munira Mirza  
 1805 Depart No10 Audience of The Queen at Buckingham Palace  
 1924 Return to No10  
 1930-1938 Drop in to Coronavirus Tech Roundtable + Lee Cain, Clare Brunton and Imran Shafi, Dominic Cummings and Matt Hancock (SOS/Health)  
 Matthew Gould, NHSX CE  
 Indra Joshi, Director of AI, NHSX  
 Patrick Vallance, Chief Scientific Adviser  
 Simon Stevens, NHSE CE

Duncan Selbie, PHE  
Chris Witty, CMO  
Sarah Wilkinson, NHS Digital CE  
Anthony Finklestein, Chief Scientific Adviser for NS  
Myles Kirby, Faculty of AI  
Marc Warner, Faculty of AI  
Andrew Brookes, Faculty of AI  
Ilya Feige, Faculty of AI

Externals:

Doug Gurr, Amazon  
Andrew Milliken, Amazon  
Ronan Harris, Google  
Katie O'Donovan, Google  
Cindy Rose, Microsoft  
Tim Smith, Microsoft  
Alexander Karp, Palantir  
Tim Sheppard, IQVIA  
James Brook, IQVIA  
Jamie Heywood, Uber  
Karen Renshaw, Uber  
Nicola Sharon, Facebook  
Richard Earley, Facebook  
Joanna Shields OBE, Benevolent  
Professor Justin Stebbing, Benevolent  
Dr Ali Parsa, Babylon  
Paul Shepley Bate, Babylon  
Herman Narula, Improbable  
Joe Robinson, Improbable  
Gordon Sanghera, Oxford Nanopore  
Rosemary Dokos, Oxford Nanopore  
Brendan Mooney, Kainos  
Nigel Lynas, Kainos  
Saul Klein, Local Globe  
Julia Hawkins, Local Globe  
Matt Clifford, Entrepreneur First  
Tom Shinner, EF  
Marc Allera, EE  
Philip Jansen, EE  
Julia Bauer, Livi  
Luke Buhl-Neilsen, Livi  
Gerard Grech, Tech Nation  
Liv Stevenson, Tech Nation



Anthony Walker, TechUK  
 Vinous Ali, TechUK  
 Daniel Korski, PUBLIC  
 Andy Richardson, PUBLIC  
 William Shu, Deliveroo  
 Thea Rogers, Deliveroo  
 1940 To Flat  
 2028-2039 In office with Steve Higham discussing Iraq/Iran attack on  
 US/coalition attack  
 2042 To Flat

Thursday 12 March

0715 Depart for tennis at Winfield House with Ben Elliott  
 0824 Return to No10. To Flat  
 0902-0911 Update on Iraq Attack on US/UK base + Ed Lister, Martin  
 Reynolds and Steve Higham  
 0911-0922 Discuss Dilyn article in The Times + Lee Cain, Ed Lister and  
 Dominic Cummings  
 0922-1023 Update on Coronavirus + Ben Warner, Imran Shafi, James Slack,  
 Jack Doyle, Katherine Hammond, Martin Reynolds, Ed Lister,  
 Mark Sedwill, Stuart Glassborow, Mark Sweeney and  
 photographer  
 1023-1031 Meeting with Constituency Office (Ann Sindall and Alex Simpson)  
 1031-1032 With Sheridan Westlake and Rebecca Hogg discussing Hereditary  
 Peers  
 1115 Prep for phone call with Prime Minister Modi of India + Steve  
 Higham and Tara Soomro  
 1119-1142 Phone call with Prime Minister Modi of India + Stuart Glassborow,  
 Jonno Evans, Tara Soomro, Steve Higham, Lucy Campbell,  
 Philippa Saunders, Sian Eastment, David Quarrey, Georgie Barker  
 and David Blair  
 1150-1200 Photo with Chief Minister Fabian Picardo of Gibraltar  
 1200 Lunch  
 1234-1321 Meeting with Foreign Secretary, Defence Secretary and Attorney  
 General + Lee Cain, Dominic Cummings, Steve Higham and Will  
 Gelling (MMR Room)  
 1321-1334 Prep time for COBR on Coronavirus + SoS/Health, Stuart  
 Glassborow, Dominic Cummings, Lee Cain and Imran Shafi  
 1336-1353 COBR meeting on Coronavirus  
 1454-1650 Prep time for Press Conference + Dominic Cummings, Stuart  
 Glassborow, Imran Shafi, James Slack and Lee Cain  
 1652 Press Conference: COVID-19

- 1750-1839 NHS Resilience + Dominic Cummings, Stuart Glassborow, Imran Shafi, James Slack and Lee Cain
- 1839-1847 Prep time for Andy Street Fundraising Dinner
- 1847-1900 With Martin Reynolds, Will Gelling, Dominic Cummings, Steve Higham and Mark Sedwill
- 1927 Depart No10 for Andy Street Fundraising Dinner (Goring Hotel, 15 Beeston Place, London SW1W 0JW)
- 2028 Return to No10
- 2038-2055 Phone call with Prime Minister Trudeau of Canada + Will Gelling, Tara Soomro, Lucy Campbell, Philippa Saunders, Jess Seldon, David Quarrey, Baylee Turner and Georgie Barker

### Friday 13 March

- 0918-1013 Morning meeting – update on Coronavirus with SoS/Health + Michael Gove, Mark Sedwill, Dominic Cummings, Ed Lister, Imran Shafi, Tara Soomro, James Slack, Lee Cain, Jack Doyle, Katherine Hammond and Chris Wormald
- 1013-1056 Private meeting with Stephen Lovegrove (MoD perm sec) + Dominic Cummings and Martin Reynolds
- 1113 Box work and lunch in office
- 1232-1307 Meeting with Foreign Secretary, Lord Ahmad and Philip Parham + Martin Reynolds, Ed Lister, David Quarrey and Tara Soomro
- 1307-1321 In Private Office
- 1321 Box work
- 1355 To Flat
- 1421 Depart No10 for Chequers
- 1430-1448 Phone call with Chancellor Merkel of Germany (in the car) + Stuart Glassborow, Lucy Campbell, Jonno Evans, Jess Seldon, Philippa Saunders, Katie Smith, Steve Higham, Tara Soomro, David Quarrey, Ed Lister and Sian Eastment
- 1504-1517 Phone call with Prime Minister Conte of Italy (in the car) + Ed Lister, Martin Reynolds, Stuart Glassborow, Will Gelling, Jonno Evans, Tara Soomro, Steve Higham, Tara Soomro, David Quarrey, Ed Lister and Sian Eastment
- 1516 Arrive at Chequers
- 1550-1621 Run
- 1736 Carrie and Nimco Ali arrive at Chequers
- 1900 Dinner
- Overnight*



- 15 -

Saturday 14 March*Chequers/No10*

0700-0725 Run  
 0805 Depart Chequers for No10  
 0836-0857 Phone call with Prime Minister Morrison of Australia + Jonathan Black, Simon Alford, Georgie Barker, David Quarrey, Lee Caine, Jess Seldon, Lucy Campbell, Steve Higham, Tara Soomro, Martin Reynolds and Ed Lister  
 0900 Arrive at No10  
 0909-0927 Coronavirus pre-brief with Dominic Cummings and Ed Lister  
 0918-1105 Patched in on phone: Mark Sedwill, Sir Patrick Vallance, Chris Whitty + Natasha Price and Jack Doyle  
 0927-1049 Coronavirus update + Stuart Glassborow, Martin Reynolds, Tara Soomro, Imran Shafi, Ed Lister, Dominic Cummings, Chris Whitty (CMO), SoS/Health, Helen MacNamara, Ben Warner, Lee Cain, James Slack, Michael Gove, Lucia Hodgson and Cleo Walker  
 1107-1320 Debrief with Dominic Cummings, Tara Soomro, Imran Shafi and Lee Cain  
 0947 *Sarah Vaughan-Brown dropped off party supplies at Chequers*  
 1200 *Guests arrived at Chequers for the Baby Shower*  
*Juliet Samuels, Florence Lawes, Lauren Jenkins, Catherine Humphrey, Alex Doorey, Meg Powel-Chandler, Saskia Roddick, Sheideh Zarbalin, Janna Lawrence, Anna Pinder, Beth Armstrong and Sophia True. Nimco Ali (already in residence)*  
*Sarah Vaughan-Brown – did not attend due to illness*  
 1330 *Baby Shower Lunch*  
 c.1330 Depart No10 for Chequers  
 1435 Arrive at Chequers  
 1700 *Afternoon tea*  
 1800 *Guests departed Baby Shower*  
 2100-2124 Phone call with President Trump + Philippa Saunders, Jess Seldon, Lucy Campbell, Steve Higham, Tara Soomro, Hannah Young, Jonno Evans, Jonathan Black, Will Gelling, John Bew, Lucia Hodgson, Martin Reynolds, Lee Cain, Ed Lister, Stuart Glassborow and Elise Larkin

Sunday 15 March

0815-0845 Run  
 0900-0943 Phone call with Prime Minister Abe of Japan + Stuart Glassborow, Will Gelling, Jonno Evans, Lucy Campbell, Philippa Saunders, Jack Doyle, John Bew, Georgie Barker, Elise Larkin, Rosie Bate

Williams, Tara Soomro, Steve Higham, Ed Lister, Martin Reynolds and Jonathan Black

1225-1250 Dog walk

1315 Depart Chequers for No10

1500 Return to No10

1530-1542 Phone call with Crown Prince of Saudi Arabia + Ed Lister, Lucy Campbell, Georgie Barker, David Quarrey, Philippa Saunders, Tara Soomro, Stuart Glassborow, Martin Reynolds, Jonno Evans and Jonathan Black

1600-1645 Analytical update + Mark Sweeney, Chris Whitty (CMO), Patrick Vallance, Dominic Cummings, Stuart Glassborow, Martin Reynolds, Imran Shafi, Ben Warner and Chris Wormald (PermSec/Health)

1645-1700 Pre-brief for Coronavirus update + Imran Shafi, Tara Soomro, Stuart Glassborow, Martin Reynolds, Mark Sedwill and Mark Sweeney

1700-1800 Coronavirus update + SoS/Health, Michael Gove, Dominic Cummings, Ed Lister, Martin Reynolds, Mark Sedwill, Stuart Glassborow, Imran Shafi, Tara Soomro, James Slack, Lee Cain, Jack Doyle, Emma Payne, Helen MacNamara, Katherine Hammond, Alex Aiken, Chris Wormald, Wendy Fielder, Patrick Vallance, Chris Whitty, Sarah Healey and Dan York Smith

1800 Post meeting + Ed Lister, Dominic Cummings, Imran Shafi, Tara Soomro and Lee Cain

1845 To Flat

### Monday 16 March

0915-1000 Morning meeting – update on Coronavirus

1030-1108 Prep time for bilateral with Chancellor of the Exchequer + Ed Lister, Stuart Glassborow, Martin Reynolds and Jonathan Black

1108-1136 Bilateral with Chancellor of the Exchequer and Mark Carney (Governor, Bank of England) + Dominic Cummings, Ed Lister, Stuart Glassborow, Jonathan Black, Elizabeth Pereman and Andrew Bailey

1140-1300 Prep time for Press Conference + Martin Reynolds

1300 Lunch and working on statement in office

1348-1356 Prep time for call with G7 leaders + Tara Soomro, Martin Reynolds, Stuart Glassborow, Jonathan Black, Emily Benyon and Will Gelling

1357-1452 Phone call with G7 leaders: Prime Minister Trudeau of Canada, President Macron of France, Chancellor Merkel of Germany, Prime Minister Conte of Italy, Prime Minister Abe of Japan and



- President Trump of the United States of America (MMR) + Ed Lister, Dominic Cummings, Tara Soomro, Will Gelling, Martin Reynolds, Stuart Glassborow, Jonathan Black, Jess Seldon, David Quarrey, Rosie Bate-Williams and James Slack
- 1455 COBR pre-brief reading papers + Imran Shafi, Cleo Watson and Dominic Cummings
- 1513-1620 COBR meeting on Coronavirus
- 1620-1645 Press Conference prep + Imran Shafi, James Slack, Chris Whitty (CMO), Jack Doyle and Patrick Vallance
- 1645-1745 Press Conference on COVID-19
- 1745-1800 Desk time
- 0803-1817 Prep time for meeting Business Leaders + Stuart Glassborow, Michael Gove and Oliver Christian
- 1817-1845 Conference call with Business Leaders – manufacturing call to arms + Stuart Glassborow, Michael Gove, Oliver Christian, James Dunn (BEIS) and Nadhim Zahawi, BEIS  
Syma Cullasy-Adridge, ADS Group  
Katherine Bennett, Airbus  
Perry Cohn, Angle Consulting Ltd  
Archie Bethel, Babcock International Group plc  
Charles Woodburn, BAE Systems  
Richard Carter, BASF  
Adam Marshall, BCC  
Sally Hepton, Bentley Motors  
Peter Weber, BMW (UK) Manufacturing Ltd  
Martin Donnelly, Boeing  
Anna Keeling, Boeing Defence UK  
Steffen Hoffmann, Bosch UK  
Simon Karger, Cambridge Consultants  
Matt Schumann, Cambridge Design Partnership Ltd  
Mark Dorsett, Caterpillar  
Carolyn Fairbairn, CBI  
Greg Bagwell, Cobham  
Shonnel Malani, Cobham  
Jez Maiden, Croda International plc  
Antonio Leiao, Cummins  
Sharon Davies, DHL  
Tim Jones, DPD  
James Dyson, Dyson  
Graham Hoare, Ford  
Kevin O'Neill, General Electric  
Phil Thomson, GlaxoSmithKline

Ian Howells, Honda Motor Europe  
George Gillespie, HORIBA  
Tom Crotty, INEOS  
Tim Burnhope, J C Bamford Excavators Ltd  
Ralf Spelth, Jaguar Land Rover  
Philip Bouverat, JCB  
Andrew Churchill, JJ Churchill Ltd  
Robert MacLeod, Johnson Matthey plc  
Mair Garland, Kingfisher plc  
Joerg Hofmann, LEVC  
Peter Ruddock, Lockheed Martin UK  
Stephen Phipson, Make UK  
Mark Vale, UPS  
Paul Walsh, McLaren  
Mike Flewitt, McLaren Automotive Ltd  
Mark Cook, Medtronic  
Jean Nehme, Medtronic  
Ramani Moonesinghe, NHS England  
Richard Gard, Nissan  
Samantha Payne, Open Bionics  
Alan Middleton, PA Consulting Group  
Neil Mesher, Philips UKI  
Colin Basnett, QinetiQ  
Adam Winter, R Winter Tooling  
Andrew Damerum, Red Bull Technology  
Will Lee, Reinshaw  
Warren East, Rolls-Royce  
Rob Morgan, Sagentia  
Mike Hughes, Schneider Electric  
Sinead Lynch, Shell UK Limited  
Carl Ennis, Siemens plc  
Mark Gladwell, Smith+Nephew  
Andy Fry, Team Consulting Ltd  
Stephen McCann, Thales UK  
Jim Crosbie, Toyota Manufacturing UK Ltd  
Richard Tyson, TT Electronics plc  
Clennell Collingwood, TTP plc  
John M Neill, Unipart Group  
Helen Foord, Vauxhall  
Stephen Norman, Vauxhall Motors uk  
Allan Hunter, Walker Bros (Elland)  
Jonathan Skinner, West Midlands Combined Authority



- Alastair MacMillan, White House Products Ltd
- 1906-1945 Meeting with Lee Cain
- 2000-2015 Prep time for meeting with Jeremy Corbyn + Imran Shafi and Martin Reynolds
- 2017-2110 Meeting with Jeremy Corbyn + Dominic Cummings, Martin Reynolds, Chris Whitty (CMO), Imran Shafi, Jonathan Ashworth MP, Seumas Milne and Helene Reardon Bond
- 2120 To Flat

### Tuesday 17 March

- 0917 Morning meeting – update on Coronavirus + Martin Reynolds, Stuart Glassborow, Dominic Cummings, Ed Lister, SoS/Health, Mark Sedwill, Michael Gove, Mark Sweeney, Imran Shafi, Chris Whitty, Tara Soomro, Jonathan Black, Cleo Watson and Chancellor of the Exchequer
- 1008-1028 Meeting to discuss Travel Advice
- 1033-1147 Cabinet + Stuart Glassborow
- 1151-1157 Short meeting with Dame Karen Pierce + Will Gelling
- 1159-1222 Prep time for Press Conference
- 1230-1300 Box work + Dominic Cummings
- 1300 Lunch
- 1329 Prep time for VTC with leaders + Steve Higham, Tara Soomro and Philippa Saunders
- 1400-1500 VTC with Chancellor Merkel of Germany, President Macron of France and President Erdogan of Turkey + Tara Soomro, Steve Higham and David Quarrey
- 1500-1553 Meeting with Chancellor of the Exchequer + Dominic Cummings, Mark Sedwill, Stuart Glassborow and Will Gelling
- 1600-1700 Prep time for Press Conference + Dominic Cummings, Stuart Glassborow, Chancellor of the Exchequer, James Slack, Imran Shafi and Cleo Watson
- 1703-1749 Press Conference on COVID-19 + Chancellor of the Exchequer and Chris Whitty
- 1750-1756 With Cleo Watson
- 1802-1818 Digi filming and Q&A session – thank you to NHS staff (including prep)
- 1821-1822 Prep for Mass Testing Roundtable + Olivia Shillabeer
- 1822-1923 Mass Testing Roundtable + Patrick Vallance (CMA), Chris Whitty (CMO), Dom Cummings, Munira Mirza, Imran Shafi, William Warr, Henry Cooper, Ben Warner, Malcolm Reid, Oliver Christian and Ed Lister

*Michael Healy, Scottish Government*  
 David Goulding, Welsh Government (dialled in)  
*Jenny Mcalarney, Northern Ireland Government*  
 Aidan Fowler, DHSC  
 Emma Dean, DHSC  
 Kitty Hilton, DHSC  
 Lord Agnew, Cabinet Office  
 Duncan Selbie, PHE  
 Dr June Raine, MHRA  
 Sharon Peacock, PHE  
 Nicola Hunt, NHS  
 Hadley Beeman, NHSX  
 Professor Dame Sue Hill DBE, NHS (dialled in)  
 Simon Eccles, NHSX  
 Neil Woodford, PHE  
 Kristen McLeod, Office for Life Science  
 Jeremy Farrar, Wellcome  
 David Wells, NHS  
 Jacopo Pessina, Alliance Boots  
 Geoffrey Twist, Roche  
 Tom Nicholson, Thermofisher  
 Mark Stevenson, Thermofisher (dialled in)  
 Hamish Grierson, Thriva  
 Sir John Bell, Medsci (dialled in)  
 Mark Campbell, Randox  
 Toby Baxendale, Direct Foods  
 Doug Gurr, Amazon  
 Alexander Sienkiewicz, PHE  
 David Halpern, Behavioural Insights Team  
 Rupert Soames, Serco (dialled in)  
 Professor Julia Buckingham CBE, Brunel University (dialled in)  
 David Byrne, TDL Pathology (dialled in)  
 Ali Parsadoust, Babylon Health  
 Paul Bate, Babylon Health (dialled in)  
 Sebastian James, Boots  
 1924 To Flat

Wednesday 18 March

0900 To office

0913-0916 With Lee Cain

0916-1028 Morning meeting – update on Coronavirus  
 1028-1030 With Martin Reynolds and Hannah Young  
 1030-1110 PMQs prep meeting + Oliver Dowden, Nicholas Howard and Questions team  
 1110-1147 Prep time for PMQs and talking with Dominic Cummings, Lee Cain and Cleo Watson  
 1148 Depart No10  
 1151 Arrive at HoC with Nicholas Howard, Alex Burghart MP and Cleo Watson  
 1155 To Chamber  
 1200-1230 PMQs  
 1235 With Cleo Watson, Chief Whip, Leader/HoL, Alex Burghart, Douglas Smith and Nicholas Howard  
 1243 Meeting with the Speaker + Chief Whip and Speaker's Secretary (HoC office)  
 1302-1310 Meeting with Maria Miller MP + Chief Whip (HoC office)  
 1315 Depart HoC + Cleo Watson  
 1318 Return to No10  
 1318-1322 In Den with Dominic Cummings and Cleo Watson  
 1322-1332 Prep time for meeting with Local Authorities + Emily Benyon, Ed Lister and Malcolm Reid  
 1332-1503 Meeting with Local Authorities on COVID-19 + Stuart Glassborow and Emily Benyon  
 + SoS/MHCLG (Chair)  
 SoS/Health  
 Helen Whately, Minister for Care  
 Alex Skinner, Local Government Finance, MHCLG  
 Rosamond Roughton, Director, Care and Transformation DHSC  
 Simon Ridley, DG, Cabinet Office  
External attendees:  
 Cllr James Jamieson, LGA Warwickshire Council  
 Mark Lloyd, Local Government Association  
 Cllr Isobel Seccombe OBE, Local Government Association  
 Jim McManus, ADHP  
 Cllr Nick Forbes CBE, LGA Newcastle upon Tyne Council  
 James Bullion, Association of Directors of Adult Social Services  
 Dr Jeanelle de Gruchy, Association of Directors of Public Health  
 Julie Ogle, Association of Directors of Adult Social Services  
 Martin Swales, Coventry City Council  
 Tom Riordan, Leeds City Council  
 Tony Reeves, Liverpool City Council  
 Nick Page, Solihull Metropolitan Council



Ian Hudspeth, Oxfordshire City Council  
 Martin Reeves, Coventry City Council  
 Alison McKenzie-Folan, Wigan Council  
 Paul Najsarek, Ealing Council  
 Richard Flinton, North Yorks County Council  
 John Fuller, South Norfolk District Council  
 Andrew Proctor, Norfolk District Council  
 Jason Brock, Reading Borough Council  
 Chris Poulter, Derby City Council  
 Simon Greaves, Bassetlaw District Council  
 Roger Gough, Kent County Council  
 Pat Ritchie, Newcastle City Council  
 1503-1515 Wash up on Local Authorities + Lee Cain, Stuart Glassborow,  
 Imran Shafi, Alex Burns, Jonathan Black and James Slack  
 1515-1522 With Lee Cain and Stuart Glassborow  
 1522-1604 Prep time for COBR meeting + Imran Shafi, Stuart Glassborow  
 and Martin Reynolds  
 1604-1635 COBR meeting on COVID-19  
 1635-1718 Prep time for Press Conference + Stuart Glassborow, Elise Larkin,  
 Imran Shafi, Shelley Williams Walker and Alex Burns  
 1718-1800 Press Conference on COVID-19  
 1815-1837 Audience of The Queen (conference call)  
 1856-1911 Meeting with Chancellor of the Exchequer  
 1942-2007 Phone call with Evgeny Lebedev  
 1949-1952 Chat with Matt Hancock

Thursday 19 March

0915-1104 Morning meeting – update on COVID-19 + Martin Reynolds,  
 Stuart Glassborow, Imran Shafi and JB  
 1104 Debrief with Lee Cain and Martin Reynolds  
 1111-1151 Prep time for Press Conference + Stuart Glassborow, Imran Shafi,  
 Lee Cain, Dominic Cummings and Martin Reynolds  
 1151-1202 Filming a short thank you message to civil servants and No10 staff  
 1205 Lunch  
 1330-1338 Press Conference prep + Stuart Glassborow, Dominic Cummings  
 and Lee Cain  
 1339-1427 Meeting with Mayor of London and Cressida Dick (Met  
 Commissioner) + Stuart Glassborow, Emily Benyon, Dominic  
 Cummings, Lee Cain, SoS/MHCLG and Chris Whitty (CMO)  
 1457-1538 Discussion on COVID-19 measures + Chris Whitty (CMO),  
 Chancellor of the Exchequer, Stuart Glassborow, Liam Booth

- Smith, Dominic Cummings, Mark Sedwill, Elizabeth Perelman and Lee Cain
- 1539-1715 Prep time for Press Conference + Chris Whitty (CMO), Patrick Vallance, James Slack, Lee Cain, Stuart Glassborow, Imran Shafi and Martin Reynolds
- 1716-1747 Press Conference on COVID-19
- 1747 In Private Office with Shelley Williams Walker, Cleo Watson and Martin Reynolds
- 1756-1837 Private meeting with Evgeny Lebedev (Lebedev Holdings which own Evening Standard, The Independent and London Live) + Ben Gascoigne and Lee Cain
- 1840-1902 With James Slack, Alex Burghart, Imran Shafi and Dominic Cummings
- 1902-1923 Phone call with Taoiseach Leo Varadkar + David Quarrey, Jess Seldon, Georgie Barker, David Frost, Lucy Campbell, Hannah Young, Will Gelling, John Bew, Steve Higham, Rebecca Hogg, Jonno Evans, Martin Reynolds and Ed Lister
- 1928-1940 With Ann Sindall
- 1945 Up to Flat
- 2017-2029 Pre-Chancellor meeting with Stuart Glassborow, Imran Shafi, Dominic Cummings and Olivia Shillabeer
- 2029-2119 Meeting with Chancellor of the Exchequer (phonecall) + Dominic Cummings, Stuart Glassborow, Imran Shafi, Olivia Shillabeer, Lee Cain, Jonathan Black and Liam Booth Smith
- 2122 Dog walk
- 2200 Return to No10. Up to Flat

#### Friday 20 March

- 0841 Down from Flat
- 0848-0900 Phone call with President Macron of France (on mobile)
- 0900-0903 With Lee Cain
- 0903-0911 In with Martin Reynolds, Lee Cain, Imran Shafi and Jonathan Black
- 0912-1019 Morning meeting – Update on COVID-19
- 1024 Prep time for Press Conference
- 1027-1042 With Martin Reynolds and Lee Cain
- 1042-1100 Reading
- 1100-1102 Quick meeting with Michael York to say goodbye + Helen Lederer
- 1102-1113 Further reading
- 1120-1128 Prep time for Minority Parties Briefing + Cleo Watson, Henny Harris (DCMO) and Rebecca Hogg



- 1130-1214 Minority Parties Briefing/Phone call with Ian Blackford, Emily Louise Purdie, Jeffrey Donaldson, Liz Saville Roberts, Alistair Carmichael and Caroline Lucas
- 1217-1302 In Den having lunch and doing box work
- 1302-1408 Meeting on Enforcement Measures + Emily Benyon, Jonathan Black, Lee Cain, Liam Booth Smith, Rosie Bate Williams, Martin Reynolds, Ed Lister and Stuart Glassborow
- 1408-1530 Box work
- 1530-1701 Prep time for Press Conference + Chancellor of the Exchequer, Liam Booth Smith, Elizabeth, Jenny Harris, Mark Sedwill, Lee Cain, Jack Doyle, James Slack, Stuart Glassborow, Dominic Cummings and Imran Shafi
- 1702-1743 Press Conference on COVID-19
- 1800-1810 Prep time for phone call with Business Leaders + Imran Shafi, Oliver Christian and Ricardo Bowman
- 1815-1845 Phone call with Business Leaders + Ed Lister and Satchi Mahendran  
 Bernard Looney, BP  
 Emma McClarkin, British Beer & Pub Association  
 Adam Marshall, British Chamber of Commerce  
 Helen Dickinson, British Retail Consortium  
 Philip Jansen, BT  
 Gerry Murphy, Burberry  
 Professor Martin Green, Care England  
 Carolyn Fairbairn, CBE  
 Chris O'Shea, Centrica plc  
 Catherine McGuinness, City of London Corporation  
 Dominic Blakemore, Compass Group PLC  
 Steve Murrells, Co-op  
 Jamie Ritblat, Delancey  
 Peter Dominiczak, Deliveroo  
 David Sproul, Deloitte  
 Ivan Menezes, Diageo  
 Johan Lundgren, EasyJet  
 Sam Hollister, Energy UK  
 Steve Varley, EY  
 Nicola Mendelsohn, Facebook  
 Rebecca Stimson, Facebook  
 Ian Wright, FDF  
 Craig Beaumont, FSB  
 Martin McTague, FSB  
 Nick Mackenzie, Greene King



Roger Whiteside, Greggs  
Lynne Briggs, GSK  
Mark Tucker, HSBC Holdings plc  
Keith Barr, IHG  
Genevieve Bach, IHG  
Florent Sherifi, Institute of Directors  
Jonathan Geldart, Institute of Directors  
Edwin Morgan, Institute of Directors  
Carolyn McCall, ITV  
Philip Bouverat, JCB  
John Hutson, JD Wetherspoon plc  
Sharon White, John Lewis  
Melanie Richards, KPMG  
Alasdair Murray, KPMG  
Ben Fletcher, Make UK  
Stephen Phipson, Make UK  
Archie Norman, Marks and Spencer plc  
Mark Barnett, Mastercard  
Paul Pomroy, McDonalds Restaurants Ltd  
Cindy Rose, Microsoft  
John Pettigrew, National Grid  
Joe Garner, Nationwide Building Society  
Chris Turner, NatWest  
Minette Batters, NFU  
Gordon Sanghera, Oxford Nanopore  
Pano Christou, Pret a Manger  
Kevin Ellis, PwC  
Sean Tompkins, RICS  
Ian Davis, Rolls-Royce  
Alison Rose, Royal Bank of Scotland  
Mike Coupe, Sainsbury's  
Shriti Vadera, Santander UK plc  
Liv Garfield, Severn Trent  
Stephen van Rooyen, Sky  
Laura Collister, Smith+Nephew  
Mike Hawes, SMMT  
Alistair Phillips-Davies, SSE  
Jacqueline de Rojas, techUK  
Dave Lewis, Tesco  
John Allan, Tesco plc  
Miles Celic, TheCityUK  
James Timpson, Timpson

Bob Wigley, UK Finance  
 Stephen Jones, UK Finance  
 Rebecca Park, UK Finance  
 Tom Kiehl, UK Music  
 Kate Nicholls, UK Hospitality  
 Alan Jope, Unilever plc  
 Jason Teal, VGTec Limited  
 Nick Read, Vodafone  
 Helen Lamprell, Vodafone  
 Sebastian James, Walgreens Boots Alliance  
 Alison Brittain, Whitbread plc  
 Tulsi Naidu, Zurich  
 1851-1900 Quick update on Shielding + Imran Shafi, Simon Ridley, Lee Cain, Malcolm Reid and Oliver Lewis  
 1900 Depart No10 for Chequers  
 1930-1940 Phone call with United Nations Secretary General, Antonio Guterres + Ed Lister, Martin Reynolds, Jonno Evans, Tara Soomro, Lucy Campbell, Philippa Saunders, David Frost, Jack Doyle, Jess Seldon, Jamie Davies, James Slack, Lee Cain and Charlotte Earland (in car)  
 2004 Arrive at Chequers

### Saturday 21 March

#### *Chequers/No10*

0904 Depart Chequers for No10  
 0957 Return to No10  
 1002-1109 Morning meeting – update on COVID-19 (Zoom)  
 1131 Depart No10 for Chequers  
 1231 Return to Chequers  
 1234-1300 Phone call with Supermarkets + Oliver Christian, Anouka Dhadda, Rebecca Hogg, Charlotte Bansgrove, Nabeela Rasul, Lucy Hodgson and James Slack  
 Aldi: Iain Wright, James Bielby, Hannah Fletcher and Giles Fletcher  
 Asda: Roger Burnley  
 Co-op: Jo Whitfield  
 Iceland: Richard Walker  
 Lidl: Christian Haetnagle  
 M&S: Steve Rowe  
 Morrisons: David Potts  
 Ocado: Melanie Smith and Tim Steiner  
 Sainsbury: Mike Coupe

Tesco: Dave Lewis  
 Waitrose: Rupert Thomas  
 BRC: Andrew Opie  
 ACS: James Lowman  
 IGD: Susan Barratt

1430 Dog Walk  
 1500 Lunch  
 1750-1815 Out on bike  
 1820 Dog walk + Carrie  
 1930 Dinner  
 2018-2027 Phone call with Mayor of London + David Bellamy, Ed Lister, Emily Benyon, Imran Shafi, Martin Reynolds, Jack Doyle, James Slack, Stuart Glassborow and Ali Picton

### Sunday 22 March

*Chequers/No10*

0720 Run with Dilyn  
 Breakfast  
 1030 Dog walk + Carrie  
 1130 Out on bike  
 1200-1240 Dog walk with Carrie  
 1250 Lunch  
 1342 Depart Chequers (alone)  
 1437 Arrive at No10  
 1500 Covid-19 Strategy Meeting on Shielding + Matt Hancock, Michael Gove, Therese Coffey, Robert Jenrick, Mark Sedwill, Cleo Watson, Martin Reynolds, Stuart Glassborow, Imran Shafi, Lee Cain, Jonathan Black, Chief Whip, Munira Mizra, Chris Witty or Patrick Vallance, Tom Shinner, The Chancellor and Foreign Secretary have a standing invite to dial in; Chris Wormald (DHSC Perm Sec) to dial in; Paul Jonstone/Nick Phin/Susan Hopkins (PHE) to dial in; Lord Agnew to dial in  
 1535-1630 Press Conference prep + James Slack, Lee Cain, Clare Brunton, Imran Shafi and Dominic Cummings  
 1640-1755 Press Conference + Robert Jenrick and Dr Jenny Harries (DCMO)  
 1815-1940 Covid-19 Strategy Meeting on 3-month Healthcare Strategy and Covid-19 Bill + Secretary of State for Health, CDL, Secretary of State for Education, Defence Secretary, Cabinet Secretary, Jo Key, Katherine Howell, Dominic Cummings, Cleo Watson, Martin Reynolds, Stuart Glassborow, Imran Shafi, Lee Cain, Chief Whip, Jonathan Black, Chris Wormald (DHSC Perm Sec), Sir Simon Stevens, Tom Shinner, Munira Mizra, One of Chris Whitty, CMO



or Patrick Vallance, GCSA or deputies. The Chancellor and Foreign Secretary have a standing invite to dial in; Paul Jonstone/Nick Phin/Susan Hopkins (PHE) to dial in; Lord Agnew to dial in.

- 1940-2000 Post Covid-19 Strategy Meeting + Matt Hancock, Michael Gove, Secretary of State for Education, Defence Secretary, Cabinet Secretary, Jo Key, Katherine Howell, Dominic Cummings, Cleo Watson, Martin Reynolds, Stuart Glassborow, Imran Shafi, Lee Cain, Chief Whip, Jonathan Black, Chris Wormald (DHCS Perm Sec), Sir Simon Stevens, Tom Shinner, Munira Mizra, One of Chris Whitty, CMO or Patrick Vallance, CSA or deputies. The Chancellor and Foreign Secretary have a standing invite to dial in; Paul Jonstone/Nick Phin/Susan Hopkins (PHE) to dial in; Lord Agnew to dial in
- 2002 Depart No10 for Chequers
- 2057 Return to Chequers

### Monday 23 March

- 0715-0735 Run
- 0804 Depart Chequers for No10
- 0901 Return to No10
- 0915 Morning meeting – update on COVID-19
- 0945-1015 Strategy meeting – part 2
- c.1030 *[Nimco Ali arrives at Chequers, to stay with Carrie until Tuesday 24 March]*
- 1210-1230 Run through – Digital Press Conference set up
- 1230 Lunch
- 1300-1310 Prep time for phone call with President Xi of China
- 1320-1402 Phone call with President Xi of China + Martin Reynolds, Will Gelling, Stuart Glassborow, Jonno Evans, Tara Soomro, Steve Higham, Lucy Campbell, Philippa Saunders, Sian Eastment, Jess Seldon, Georgie Barker and John Bew + Kevin Ling (interpreter)
- 1405 Prep time for Address to the Nation
- 1522-1602 Update post SAGE with Chris Whitty (CMO) and Patrick Vallance (CSA) + Imran Shafi and Mark Sedwill
- 1630-1700 Prep time for COBR meeting
- 1700-1800 COBR meeting on COBID-19
- 1804-1859 Prep time for Address to the Nation + Lee Cain, James Slack and Jack Doyle
- 1911-1940 Filming Address to the Nation
- 1943 In office with Martin Reynolds and doing box work
- 2005-2007 With Lee Cain in Private Office watching Address to the Nation

2007-2105 In office with Dominic Cummings  
2105 Up to Flat

Tuesday 24 March

0830 Hairdresser  
0856 Down to office. Reading papers for morning meeting  
0910-0915 With Dom  
0915-1028 Morning meeting – update on COVID-19  
1030-1140 Cabinet  
1140-1150 In Private Office  
1150 In office doing box work  
1246 To Flat  
1330-1337 PMQs prep meeting  
1400-1600 Box work  
1518-1556 Phone call with Clare Brunton, Emily Benyon and Jack Doyle  
1615-1638 COVID-19 update with Dominic Cummings, Malcolm Reid and Ben Warner  
1640 Box work  
1945 To Flat

Wednesday 25 March

*One-hour PMQs*

0843 To office  
0846 With Martin Reynolds  
0850 With Cleo Watson and Nicholas Howard discussing PM Statement  
0915-0945 Morning Meeting – update on COVID-19 (Zoom) with Matt Hancock, Cleo Watson, Dominic Cummings, Martin Reynolds, Stuart Glassborow, Imran Shafi, Malcolm Reid, Simon Stevens and Ben Warner  
1033-1115 PMQs prep meeting + Jack Doyle, Martin Reynolds, Stuart Glassborow, Dominic Cummings and Nicholas Howard  
1115 Prep time for PMQs  
1130 Depart No10 for NoC  
1137 Arrive HoC – meeting with Nicholas Howard, Chief Whip, Declan Lyons, Joshua Kossoff and Alex Burghart  
1153-1155 With Sir Bernard Jenkin MP  
1158-1301 To Chamber for PMQs  
1302-1319 With Chief Whip, Roy Stone, Simon Burton and Cleo Watson  
1319-1323 With Greg, constituency staff  
1327 Depart for No10  
1351 Return to No10  
1400 Lunch

1434-1450 Digi Press Conference Run Through + Shelley Williams Walker, Lee Cain and Imran Shafi  
 1521-1700 Prep time for Press Conference + Lee Cain, Imran Shafi, Chris Whitty, Patrick Vallance, James Slack, Jack Doyle and Shelley Williams Walker  
 1700-1731 Press Conference on COVID-19  
 1814-1900 Phone call with Her Majesty The Queen  
 1907 Depart No10 for Chequers  
 2002 Arrive at Chequers

Thursday 26 March

0813 Depart Chequers for No10  
 0911 Return to No10  
 0916-0947 Morning meeting – update on COVID-19 (Zoom)  
 1011-1016 Healthcare Plan Meeting (Zoom)  
 1031-1150 Bilateral with Chancellor of the Exchequer (Zoom)  
 1153 Prep time for Virtual G20 Leaders Summit (Zoom)  
 1200-1413 Virtual G20 Leaders Summit (Zoom) + Jess Seldon, Lucia Hodgson, James Slack, Martin Reynolds, Stuart Glassborow, Ed Lister, Dominic Cummings and Jonathan Black  
 President Fernandez of Argentina  
 Prime Minister Morrison of Australia  
 President Bolsonaro of Brazil  
 Prime Minister Trudeau of Canada  
 President Xi of China  
 President Macron of France  
 Chancellor Merkel of Germany  
 Prime Minister Modi of India  
 President Widodo of Indonesia  
 Prime Minister Conte of Italy  
 Prime Minister Abe of Japan  
 President Obrador of Mexico  
 President Putin of Russia  
 King Salman bin Abdulaziz Al Saud of Saudi Arabia  
 President Ramaphosa of South Africa  
 President Moon of South Korea  
 President Erdogan of Turkey  
 President Trump of the United States of America  
 President Michel of the European Council  
 President von der Leyen of the European Commission



- 1420-1425 Lunch (Flat)  
 1425 Box time  
 1700-1800 Press Conference on COVID-19 (Chancellor of the Exchequer doing)  
 1836-1921 Conference phone call with Domestic Ventilator Manufacturers – led by Matt Hancock (SoS/Health) + Ed Lister, Imran Shafi, Charlotte Earland, Lydia Edmonds, Rosie Bate-Williams, Eliza Ackland, John Lang (CO) and Hugo Mathers (DHSC)  
 Archie Bethel, Babcock International Group  
 Mark Gillan, Innovate UK  
 Hugh Clayton, Meggitt  
 Kevin O'Neill, General Electric  
 Paul Perera, GKN Aerospace  
 Ramie Smith, Plexus  
 Martin Bolton, Airbus  
 Will Lee, Reinshaw  
 Alan Middleton, PA Consulting  
 Ali Burns, Siemens Healthineers  
 Daniel Golding, McLaren  
 Dick Elsy, HVM Catapult  
 Helen Kennett, Rolls-Royce  
 Katherine Bennett, Airbus  
 Graham Hoare, Ford  
 Ruth Nic Aoidh, McClaren Group  
 Andrew Reynolds Smith, Smiths Group plc  
 Rachel Dowling, McLaren  
 Paul Clarke, GKN Aerospace  
 Robert Morgan, Sagentia  
 Brian Holliday, Siemens  
 Kevin O'Neill, General Electric  
 2000-2110 Filming for ClapForOurCarers Campaign (Front Door with Chancellor of the Exchequer)

Friday 27 March*PM working from Chancellor's Study, No11*

- 0915-1015 Morning meeting – update on COVID-19 (Zoom)  
 1045-1115 Digi filming  
 1230-1300 Lunch  
 c.1530 Phone call with President Trump of the United States of America (on mobiles)

Saturday 28 March*PM working from Chancellor's Study, No11 – in self isolation*

- 1100-1130 Morning meeting – COVID-19 (Zoom)

Sunday 29 March

*PM in No10 – in self isolation*

- 1430-1500 Pre brief phone call with Hannah Young, Munira Mirza, Lee Cain, Blair Gibb and Martin Reynolds
- 1500-1600 Meeting to discuss Prisons and COVID-19 (Zoom)
- 1600-1700 *Digi Press Conference on COVID-19. Robert Jenrick to lead*
- 1645-1706 Pre brief phone call for Health Plan Meeting + Martin Reynolds, Malcolm Reid, Imran Shafi, Tom Shinner and Stuart Glassborow (PM on mobile)
- 1710-1800 Health Plan Meeting: Beds and Testing (Zoom)

Monday 30 March

*PM in self isolation*

- 0915-1015 Morning meeting – update on COVID-19 (Zoom)
- 1215-1315 Small Ministerial Group meeting (Michael Gove to chair)

Tuesday 31 March

*PM in self isolation*

- 0915-0945 Morning meeting – update on COVID-19 (Zoom)
- 1015-1115 Cabinet (Zoom)