

MARCH 2021Monday 1 March

- 0630-0700 Personal training with Harry Jameson
- 0721-0722 COVID test ahead of visit
- 0723 To Flat
- 0750 Depart No10 for Euston Station (with bikes)
- 0820 Arrive Euston. Depart for Stoke-on-Trent
- 0948 Arrive Stoke-on-Trent and depart for visit (with bikes)
- 1005 Arrive St Mary's Church of England Primary School (Ladywell Road, Tunstall, Stoke-on-Trent ST6 5DE). Met by Clare Morton (Head Teacher)
- 1010 Meeting with Senior team at St Mary's + Ollie Ilott  
Clare Morton, Head Teacher  
Catherine Miah, Senior Assistant Head Teacher  
Fiona Green, School Business Manager  
Father John Stather, Vicar of Christ Church Tunstall  
Jonathan Gullis MP
- 1020 Join Year 2 Maths lesson
- 1030 Join painting session with Reception class
- 1040 Walk through playground with Head Teacher and Jonah Bradbury (Head Boy)
- 1050 World Book Day digi clip  
Digi clip
- 1055 Photos with staff and students
- 1100 Prep
- 1130 Broadcast clip
- 1140 Regional media huddle
- 1155 Sit down with Harry Cole (The Sun) + Ollie Ilott
- 1210 Bid farewell to host and depart for Vaccination Centre (with bikes)
- 1215 Arrive NHS Vaccination Centre (Daniel Daniel Platts Business Park, Charles Clowes Drive, Tunstall, Stoke-on-Trent ST6 4JU). Met by Neil Carr (CEO Midlands Partnership NHS Foundation Trust) and Tracy Hall (Tunstall Vaccination Centre Lead Nurse)  
Meet patients and thank NHS staff and volunteers
- 1230 Depart for train station (with bikes)
- 1253 Depart Stoke-on-Trent train station for London
- 1303-1314 Political phone call with Stuart Marks + Ben Gascoigne
- 1316-1319 Political phone call with Wafic Said + Ben Gascoigne
- 1427 Arrive Euston. Depart for No10 (with bikes)

1440 Return to No10  
 1446-1505 Flat  
 1506-1530 Office meeting (MS Teams)  
 1530-1555 Dashboard meeting (Zoom)  
 1600-1635 With Martin Reynolds  
 1635-1654 Digi filming – Top 10 Roadmap questions  
 1717-1726 Private meeting with Darren Tierney (DG Propriety and Ethics competition)  
 1749-1850 Private meeting with Ben Gascoigne, Martin Reynolds, Jack Doyle, Henry Newman, Simon Case and Simone Finn  
 1850-1920 Box work  
 1920 To Flat  
 2000-2030 Walk

### Tuesday 2 March

0705-0800 Private appointment with Dr Nick Price  
 0900-0930 Office meeting (MS Teams)  
 0930-0950 Meeting with Chief Whip + Ben Gascoigne  
 0950-1004 Phone call with the Taoiseach of Ireland + Martin Reynolds and Will Gelling  
 1004-1015 Prep time for bilateral with the Chancellor of the Exchequer  
 1015-1042 Bilateral with the Chancellor of the Exchequer + Stuart Glassborow  
 1048-1156 Meeting with Simon Case + Dan Rosenfield and James Slack  
 1200-1239 To Flat  
 1242-1247 Phone call with Michael Ellis MP + Martin Reynolds  
 1248-1253 Phone call with Lucy Fraser MP + Martin Reynolds  
 1300-1347 Political meeting with Douglas Ross MP (Zoom) + Alister Jack MP (SoS/Scotland), Mark McInnes, Henry Newman and Declan Lyons  
 On Zoom: Dougie Smith  
 1402-1430 Meeting to discuss Project L (Zoom) + Dan Rosenfield, Jaimie Norman, Stephen Lovegrove and Lance Batchelor  
 On Zoom: Bob Mirtalae (CO)  
 1434-1445 Prep time on Vaccines Deployment + Will Musker  
 1445-1528 Vaccine Deployment meeting (Zoom) + SoS/DHSC, Minister for Vaccine Deployment, Emily Lawson, Simon Stevens, Madelaine McTernan, Dan Rosenfield, Simon Finn, Simon Case, Henry Cook/Henry Newman, Simon Ridley/James Bowler, James Slack/Jack Doyle, Will Musker and Munira Mirza

On Zoom: Chancellor of the Exchequer, Michael Gove, Chris Wormald, Phil Duffy/Kate Joseph, Helen Dickinson, Allegra Stratton, Meg Powell-Chandler, Rose Bate-Williams, Simon Ridley/James Bowler, Chris Whitty (CMO), Patrick Vallance (CMA), Jonathan Van Tam, Eleanor Kelly, Nikita Kanani and Brigadier Phil Prosser

- 1544 Prep time for UKBA RN Briefing Session
- 1548-1636 UKBA RN Briefing Session (Zoom) + Dan Rosenfield, Simon Case, Mark Sweeney, Munira Mirza, David Frost, Henry Newman, Martin Reynolds, Gemma Ungood-Thomas, Dougie Smith, Joel Winton, Chris Philp (HO), Matthew Rycroft (HO), Dan O'Mahoney (HO UKBA) and Major General Stickland (Assistant Chief of Defence Staff)
- On Zoom: Jack Doyle/Allegra Stratton, James Slack, Harry Carter, PS/HO and Ed Llewellyn (HMA Paris)
- 1636-1715 Small Group – PMQs prep meeting
- 1716 Leave office
- 1724 Return to office
- 1736-1754 Personal meeting (political) with Roger Pratt Director (Scottish Conservative Party) (Zoom) + Dan Rosenfield, Ben Gascoigne and Declan Lyons
- 1754-1808 On phone call
- 1808-1842 Private meeting with Simon Case, Dan Rosenfield, James Slack and Tristan Pedelty
- 1848 To Flat

### Wednesday 3 March

#### *Budget Day*

- 0700-0730 Personal training with Harry Jameson
- 0820 To office
- 0830-0854 Cabinet
- 0903-0929 PMQs prep + Declan Lyons, Ben Gascoigne, Nicholas Howard and Isaac Levido
- 0930-1002 Dashboard meeting (Zoom)
- 1002 Reading PMQ scrips + Declan Lyons and Nicholas Howard
- 1030 PMQs prep meeting + Declan Lyons, Ben Gascoigne, Nicholas Howard and Oliver Dowden
- 1146 Depart No10 for HoC
- 1149 Arrives HoC with Dan Rosenfield
- 1158 To Chamber
- 1200-1231 PMQs
- On Bench for Chancellor's Budget



Debate on the Budget  
 1420 Return to HoC office with Alex Burghart MP  
 1425 To Tea Rooms with Alex Burghart MP  
 1442 Return to Office + Chief Whip and Alex Burghart MP  
 1446 Joined by Sir Graham Brady MP and Ben Gascoigne  
 1519 Meeting breaks, Sir Graham Brady departs  
 1520 Chief Whip departs  
 1525-1545 Meeting/signings with Ann Sindall  
 1547 Depart HoC for No10  
 1551 Return to No10  
 1552 COVID test ahead of visit  
 1554-1648 Meeting on Sovereign Borders + Simon Case, Dan Rosenfield, Munira Mirza, David Frost, Martin Reynolds, Gemma Ungood-Thomas, Mark Sweeney, Joel Winton, Dougie Smith, Jack Doyle/Allegra Stratton, Henry Newman and Sarah Barrett  
 On Zoom: Georgina Manley, Harry Carter, James Slack, Jack Doyle/Allegra Stratton, Ross Kempself and Nikki Da Costa  
 1652-1715 Meeting with Sir Kevan Collins (Government's Education's Recovery Commissioner) + Ollie Ilott  
 1715-1745 Meeting with SoS/DCMS and Nicholas Hytner (MS Teams) + Sarah Healey (Perm Sec/DCMS), Dan Rosenfield, Simone Finn, Ollie Ilott and Henry Cook  
 On Zoom: Alex Burns (DCMS), Mike Crowhurst (DCMS) and Mark Lloyd (CO)  
 1804 Digi filming for Thursday's announcement/union connectivity vision + Digi Team and Will Warr  
 1829 Phone call with Her Majesty The Queen  
 1905-1948 Small Group meeting + James Slack, Dan Rosenfield and Martin Reynolds  
 1948-1952 With Dan Rosenfield and Simon Case  
 1953 To Flat

#### Thursday 4 March

##### *Budget visit*

0740 Depart No10 for Northolt (with bikes)  
 0828 Depart Northolt for Teesside Airport on RAF 146  
 0911 Arrive Teesside Airport. Depart for visit (with bikes)  
 0938 Arrive Teesport (Eustace House, PD Ports, Grangetown, Middlesbrough TS6 UD). Met by Chancellor of the Exchequer and Frans Calje (CEO, PD Ports)  
 0940 Meeting at PD Ports + Chancellor of the Exchequer and Eliza Ackland



Frans Calje (CEO, PD Ports)  
 Jerry Hopkinson (COO and Vice Chairman, PD Ports)  
 1005 Put on hi-vis jacket and hard hat. Minibus to Harbour  
 1022 Boat tour of the port  
 1043 Minibus to container terminal  
 1050 Tour of container terminal with Chancellor of the Exchequer. Let  
 by Frans Calje (CEO, PD Ports) and apprentice  
 Walk past shipping containers  
 Meet apprenticeships operating port machinery  
 1108 Media prep with Chancellor of the Exchequer  
 1123 Broadcast clip  
 1134 Digi filming  
 1138 Joint digi clip with Chancellor of the Exchequer  
 1140 Political moment with Ben Houchen and Jacob Young MP  
 1152 Drive back to Eustace House (main office)  
 1206 Regional media huddle with Chancellor of the Exchequer  
 1225 Staff photo  
 1231 Farewell to host and depart for Teesside International Airport (with  
 bikes)  
 1307 Depart Teesside International Airport for Northolt on RAF 146  
 1349 Arrive RAF Northolt and depart for No10 (with bikes)  
 1405-1415 Phone call with Greg Gardner (in car)  
 1419-1439 Phone call with Prime Minister Draghi of Italy (in car) + Will  
 Gelling, Tara Soomro, Sian Eastment, Greg Gardner, Kiki Panayi,  
 James Slack, John Bew, Stephanie Lis, Georgie Barker and  
 Jonathan Black  
 1425 Return to No10  
 1443-1510 Meeting with Ben Gascoigne + Dan Rosenfield  
 1512-1546 Meeting with Home Secretary + Dan Rosenfield, Henry Newman  
 and Gemma Ungood-Thomas, Rosalind Campion (HO) and  
 Hannah Guerin (HO)  
 1612-1613 Prep time for meeting with SoS/Wales + Will Gelling and Dan  
 Rosenfield  
 1613-1656 Meeting with SoS/Wales + Will Gelling, Dan Rosenfield, Simone  
 Finn, Henry Newman and Jack Sellers (WO)  
 1702-1732 Meeting with Mark Sedwill (Chairman, Atlantic Future Forum) to  
 discuss NATO SG plan and G7 + Will Gelling, Martin Reynolds  
 and Dan Rosenfield  
 1735-1755 Private meeting with Simon Case, Jack Doyle, James Slack,  
 Sheridan Westlake and Tristan Pedelty  
 1755-1800 With Dan Rosenfield  
 1805 To Flat

Friday 5 March

- 0700-0756 Personal training with Harry Jameson
- 0843 To office
- 0858-0859 Phone call with Ush Patel
- 0859-0938 Office meeting (MS Teams)
- 0941-0946 Prep time for filming with Dr Alex + Maya Kolade and Will Warr
- 0948-1025 Digi filming with Dr Alex
- 1030-1039 In Flat
- 1039-1133 Weekly Policy meeting (MS Teams) + Simon Case, Meg Powell-Chandler, Henry Newman, Munira Mirza, Dan Rosenfield, James Slack, Stuart Glassborow and Simone Finn
- 1135-1223 Review final 10 projects for Festival 2022 + Martin Reynolds and Ollie Ilott
- 1229-1245 Prep time for call with Carlos Tavares (CEO, Stellantis) + Lydia Edmonds, Emily Beynon and Hannah Boardman (BEIS) (on mobile)
- 1245-1315 Virtual meeting with Carlos Tavares (CEO, Stellantis) + SoS/BEIS, Lydia Edmonds and Stuart Glassborow  
Michael Lohscheller, CEO, Opel Automobile GmbH  
Hannah Boardman, Director, Advanced Manufacturing, BEIS  
Katy Heaphy, Deputy Director, Automotive Unit, BEIS
- 1315-1345 Lunch and passport picture with Andy Parsons
- 1350-1400 Prep time for Union Cabinet Committee + Dan Rosenfield
- 1400-1502 Union Cabinet Committee
- 1505-1514 Prep time for Ethnic Minority Vaccine Uptake Roundtable + Maya Kolade, Will Musker, Jo Power and Nikki Kanou
- 1509-1511 Phone call with Nikki Kanani
- 1514-1602 Ethnic Minority Vaccine Uptake Roundtable + Maya Kolade  
Dr Anwara Ali MBE, GP, Tower Hamlets NHS  
Dr Raghib Ali, Government Adviser on COVID-19 and Ethnicity  
Councillor Shade Adoh, Registered Nurse and Director, Healthwatch  
Reverend Charles Kwaku-Odoi, Director of Strategic Partnerships for the Caribbean & African Network  
Dr Emeka Okorochoa, A&E Doctor, East London Hospitals  
Dr Bola Owolabi, Deputy Medical Director, Derbyshire Community Health NHS and National Speciality Adviser, NHS England and NHS Improvement  
Dr Bayju Thakar, Co-Founder, Doctor Care Anywhere
- 1615-1642 Update on Border Issues + SoS/DHSC, Simon Case, Susan Hopkins (PHE), Chris Whitty (CMO), David Frost, Dan

Rosenfield, Simone Finn, Shona Dunn (DHSC), Simon Ridley (CO), Henry Cook, Henry Newman and Will Musker  
On Zoom: Clare Gardiner

1642-1720 Box work  
1720-1734 Meeting with Simon Case and Dan Rosenfield  
1735-1755 Box work  
1755 To Flat

### Saturday 6 March

*No10*

1400-1500 Personal appointment  
1740-1830 Walk (to shops with Wilfred)

### Sunday 7 March

*No10*

0945 COVID test ahead of visit  
0950-1005 In office  
1008 Depart No10 (with bikes)  
1028 Arrive Jesus House for All The Nations (112 Brent Terrace, London NW2 1LT). Met by Senior Pastor Agu Irukwu  
Meet patients in reception  
1034 Watch patients receiving vaccination and meet vaccinators  
1040 Digi clip  
1045 Meeting with Pastor Agu Irukwu, Pastor Shola Adegga and community leaders + Jonathan Hellewell and Mike Freer MP  
1100 Prep  
1122 Broadcast clip  
1131 Photo with Jesus House volunteers  
Photo with Mike Freer MP  
1140 Depart for No10 (with bikes)  
1205 Return to No10  
1707 Depart No10 (with Carrie and Wilfred in car)  
1753 Return to No10

### Monday 8 March

0700-0730 Personal training with Harry Jameson  
0905-0937 Office meeting (MS Teams)  
0937 Depart No10 for FCDO  
0940-1000 Meeting with John Kerry, US Special Presidential Envoy for Climate + Will Gelling  
1003 Return to No10  
1005-1030 Prep time for International Women's Day Roundtable



- 1030-1115 International Women's Day Roundtable (MS Teams) + Danielle Dove, Munira Mirza and Allegra Stratton  
Helen Lamprell OBE, Vodafone UK  
Millie Kendall MBE, British Beauty Council  
Amanda Fisher, Amey  
Dr Paula Franklin, Bupa  
Fiona Dawson, Mars Food, Multisales and Global Customers  
Jean Tomlin OBE, Chanzo  
Sabine Chalmers, BT  
Tea Colaianni, Women in Hospitality, Leisure and Travel
- 1130-1215 Meeting on Levelling Up (MS Teams) + Simon Case, Neil O'Brien, Dan Rosenfield, Simone Finn, Stuart Glassborow, Emily Beynon, Munira Mirza, Patrick Curry, Will Garton (HMT) and Emran Mian (MHCLG)  
On Teams: Philip Duffy (HMT), Cat Little (HMT), James Nation (HMT), Will Davis (MHCLG) and James Slack
- 1218-1244 Dashboard meeting (MS Teams)  
1244 Lunch
- 1255-1300 Prep time for call with President Erdogan + David Quarrey and Greg Gardner
- 1315-1358 Phone call with President Erdogan of Turkey + Martin Reynolds, Stuart Glassborow, Tara Soomro, Sian Eastment, David Quarrey, Kiki Panayi, James Slack, Steph Lis, Georgie Barker, Caroline Anning and Simone Finn
- 1400-1420 Meeting with Chief Whip + Dan Rosenfield, Simone Finn and Ben Gascoigne
- 1420-1440 Meeting to discuss NSA issue + Stephen Lovegrove, Simon Case, Dan Rosenfield, Martin Reynolds and John Bew
- 1440-1601 Prep time for Press Conference  
1602-1634 Press Conference
- 1700-1739 Private meeting with Sheridan Westlake, Dan Rosenfield, Allegra Stratton, Jack Doyle and James Slack
- 1739-1745 Personal phone call
- 1745-1822 Private meeting with Simon Case, Dan Rosenfield, Martin Reynolds, Tristan Pedelty and Dominic Fortesque
- 1823-1838 With Ed Lister
- 1839-1848 With Greg Gardner discussing Delaying EU Import Controls
- 1848-1858 Phone calls
- 1858-1859 With Olivia Shillabeer discussing Union Connectivity Review
- 1900-1901 With Stuart Glassborow discussing Levelling Up
- 1902 To Flat

Tuesday 9 March

- 0839 To office
- 0848-0859 In office alone
- 0900-0921 Office meeting (MS Teams)
- 0922-0931 In office working on Op-ed for The Times
- 0931-1030 Cabinet
- 1030-1046 Prep time for meeting with Sir Peter Hendy (Chair, Network Rail) + Olivia Shillabeer, Henry Newman, Simon Finn, James Slack and Andrew Gilligan
- 1047-1118 Meeting with Sir Peter Hendy (Chair, Network Rail) + Olivia Shillabeer
- 1120-1121 Meeting with David Quarrey on Iran/Radcliffe situation + Will Gelling, Jaimie Norman, Martin Reynolds and Henry Newman
- 1121-1336 Lunch/UCR Op-ed
- 1350 Prep time for Delivery Stocktake
- 1400-1451 Delivery Stocktake - Jobs with Michael Barber (Delivery Associates) (Zoom) + Stuart Glassborow, Dan Rosenfield, Leigh Sandals (Delivery Associates), Simon Case, Chief Secretary to the Treasury, Cat Little/Beth Russell, SoS/BEIS, Sarah Munby (Perm Sec/BEIS), SoS/DWP, Peter Schofield (Perm Sec/DWP), SoS/DfE,, Susan Ackland-Hood (Perm Sec, DfE) and Eliza Ackland
- On Zoom: Simone Finn, Mark Sweeney, Munira Mirza, Tom McCarthy-Evenson, Ollie Ilott, Henry Newman, Cat Little/Beth Russell, Jack Feintuck (CO) and Feargal McGuinness (CO)
- 1500-1515 Prep time for National Economy Recovery Taskforce + Emily Beynon, Stuart Glassborow, Katie Smith, Johanna Cowan and Eliza Ackland
- 1515-1625 National Economy Recovery Taskforce
- 1625 Prep time for Vaccine Deployment + Will Musker, Dan Rosenfield, Simon Ridley and Henry Cook
- 1630-1733 Vaccine Deployment (Zoom) + SoS/DHSC, Minister for Vaccine Deployment, Emily Lawson, Simon Stevens, Madelaine McTernan, Dan Rosenfield, Simone Finn, Simon Case, Henry Cook/Henry Newman, Simon Ridley/James Bowler, James Slack/Jack Doyle, Will Musker and Munira Mirza
- On Zoom: Chancellor of the Exchequer, Michael Gove, Chris Wormald/Clara Swinson, Phil Duffy/Kate Joseph, Helen Dickinson, Allegra Stratton, Henry Newman, Meg Powell-Chandler, Rosie Bate-Williams, Simon Ridley/James Bowler, Chris Whitty (CMO), Patrick Vallance (CMA), Jonathan Van Tam, Eleanor Kelly, Nikita Kanani and Brigadier Phil Prosser



- 1733-1813 Small Group – PMQs prep meeting + Declan Lyons, Nicholas Howard, Jack Doyle and Leonora Campbell
- 1814-1834 Private meeting with Samantha Jones (Chief Executive, Operose Health) and Dan Rosenfield
- 1835-1839 Out of office
- 1839-1852 With Stuart Glassborow, Declan Lyons, Henry Newman, Ben Gascoigne and Dan Rosenfield discussing NHS pay
- 1853-1854 With Dan Rosenfield
- 1854-1858 In Private Office with Martin Reynolds, Dan Rosenfield, Simone Finn, Sheridan Westlake and Ben Gascoigne
- 1858-1900 With Dan Rosenfield and Sheridan Westlake
- 1900 To Flat
- 1925 Return to office to pick up newspapers and quick word with Simon Case and Simone Finn

### Wednesday 10 March

- 0700-0730 Personal training with Harry Jameson
- 0855 To office
- 0858-0923 Office meeting (MS Teams)
- 0924-0949 Dashboard meeting (MS Teams)
- 0949-1030 PMQs prep with Declan Lyons
- 1030-1120 PMQs prep meeting (MS Teams)
- 1120-1139 Prep time for PMQs
- 1143 Depart No10 for HoC
- 1145 Arrive at HoC + Trudy Harrison MP, Ben Gascoigne, Nicholas Howard, Joshua Kossoff and Declan Lyons
- 1158-1236 PMQs (Chamber)
- 1236-1242 In office with Joshua Kossoff, Declan Lyons, Ben Gascoigne, Chief Whip and Trudy Harrison MP
- 1242-1304 Team Rooms with Trudy Harrison MP
- 1309-1320 Meeting with Whips: Stuart Andrew MP, Mike Freer MP, Marcus Jones + Chief Whip, Ben Gascoigne, Trudy Harrison MP and Declan Lyons
- 1320-1331 Meeting with Treasury PPS's: James Cartlidge MP, Claire Coutinho MP and Craig Williams MP + Ben Gascoigne, Trudy Harrison, Chief Whip and Declan Lyons
- 1332-1405 Meeting with Northern MPs (Zoom): Scott Benton MP, Andy Carter MP, Miriam Cates MP, Simon Clarke MP, Dehenna Davison MP, Mark Eastwood MP, Simon Fell MP, James Grundy MP, Antony Higginbotham MP, Richard Holden MP, Mark Logan MP, Robbie Moore MP, Holy Mumby-Croft MP, Edward Timpson MP and Craig Whittaker MP + Ben Gascoigne, Trudy Harrison MP and Chief Whip



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1408 With Alex (constituency staff)  
 1409 Depart HoC for No10  
 1418 Return to No10  
 1419-1426 Catch-up with Allegra Stratton, Ben Gascoigne, Jack Doyle and Declan Lyons  
 1426-1430 Prep time for call with President Rouhani of Iran  
 1430-1510 Phone call with President Rouhani of Iran + Ed Lister, Martin Reynolds, Will Gelling, Jamie Norman, Sian Eastment, Greg Gardner, Kiki Panayi, James Slack, John Bew, Stephanie Lis, Georgie Barker and Jonathan Black  
 1510-1523 Pre-brief for meeting with Defence Secretary  
 1535-1604 Meeting with Defence Secretary + Defence PPS/Spad, Stephen Lovegrove (PUS), General Nick Carter (CDS), Simon Case, Dan Rosenfield, Martin Reynolds, Jaimie Norman, John Bew, James Slack and Gavin Barlow (CO)  
 1604-1622 Keep clear  
 1623-1630 With Gemma Ungood-Thomas – update on Sarah Everard  
 1630-1646 Update on International Travel + Will Gelling  
 1705-1750 Prep time for Scottish Conference Speech + Ross Kempself, Jack Doyle and Henry Newman  
 1750-1817 Meeting with Simon Case + Henry Newman, Dan Rosenfield, Simone Finn and Martin Rosenfield  
 1830-1900 Phone call with Her Majesty The Queen  
 1900-1928 Private meeting with Ben Gascoigne, Dan Rosenfield and Sheridan Westlake  
 1930 To flat

#### Thursday 11 March

0900-0930 Office meeting  
 0930-1000 Box work  
 1010-1027 Record a video message for India's International Conference for Disaster Resilient Infrastructure (CDRI)/Vaccine Taskforce One Year Anniversary  
 1030-1100 Vaccine Documentary Video screening  
 1100-1130 Meeting on GREAT campaign creative + Ed Lister, Dan Rosenfield, Martin Reynolds/Stuart Glassborow, Greg Gardner, James Slack, Conrad Bird, Elise Larkin, Meg Powell-Chandler and Simone Finn  
 1150-1211 Prep time for National Space Council + Michael Webb, Olivia Shillabeer and Joanna Cowan  
 1211-1307 National Space Council (MS Teams) + SoS/MOD, Simon Case, Dan Rosenfield, Mike Webb, Olivia Shillabeer, Oliver Christian,

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Jaimie Norman, Jo Shanmugalingam (BEIS), Harvey Smyth (MOD), Johanna Cowan, James Slack/Allegra Stratton and Meg Powell-Chandler/Henry Cook/Henry Newman  
On MS Teams: SoS/BEIS

- 1308-1318 With Dan Rosenfield  
Lunch
- 1332-1410 Meeting with SoS/NI and David Frost + Will Gelling, Martin Reynolds, Dan Rosenfield, James Slack and Nadine McNally
- 1410-1446 Weekly policy meeting (MS Teams)
- 1446 Prep time for meeting with Royal Voluntary Service and St John's Ambulance volunteers + Martin Reynolds
- 1500-1515 Virtual meeting and tour with Royal Voluntary Service (MS Teams) + Maya Kolade  
Di Freeman, NHS Volunteer Responder Holmfirth  
Stephen Swinton, NHS Volunteer Responder Bolton
- 1515-1535 Virtual meeting and tour with St John's Ambulance volunteers (MS Teams) + Maya Kolade  
Jacqui Stemberbridge, volunteer  
Nicola Fielding, volunteer  
Angela Strange, volunteer
- 1536-1555 With Ann Sindall
- 1600-1627 Box work
- 1628-1658 Prep for Scottish Conference speech + Henry Newman and Declan Lyons
- 1701 Depart No10 for CCHQ
- 1705 Record Scottish Conference speech (CCHQ)
- 1733 Return to No10
- 1735-1737 COVID test ahead of visit
- 1742-1805 Intro meeting with Michael Ellis QC MP (Attorney General) + Gemma Ungood-Thomas and Dan Rosenfield
- 1805-1903 EU Vaccine meeting + Dan Rosenfield, Greg Gardner, Simon Case and David Frost
- 1903-1941 With Ben Gascoigne and Sheridan Westlake
- 1942 To Flat

### Friday 12 March

#### *Visit to Northern Ireland*

- 0809 Depart No10 (with bikes)
- 0838 Arrive RAF Northolt  
Digi clip on tarmac
- 0854 Depart for Belfast + SoS/NI on RAF 146



- 1003 Arrive Aldergrove Flying Station. Met by Brigadier Chris Davies OBE (Joint Military Commander), Lieutenant Colonel Scott Dunlop and Lieutenant Colonel Jules Kilpatrick
- 1011 Walk to Sports Hall
- 1016 Meet military medical personnel and ambulance staff
- 1027 Digi clip
- 1030 Meet Northern Ireland Communications Squadron personnel
- 1054 Walk to heli with Squadron 321 representative
- 1059 Depart for Enniskillen on helicopter
- 1140 Arrive Enniskillen Airport. Depart for visit by car
- 1153 Arrive Fermanagh Lakeland Forum (Broadmeadow, Enniskillen BT7 47E). Met by Arlene Foster (First Minister) and Robin Swann (Health Minister)
- 1157 Political meeting with Arlene Foster (First Minister)
- 1244 Watch patients receive vaccination with First Minister
- 1249 Digi clip
- 1257 Depart for airport by car
- 1310 Arrive Enniskillen Airport. Depart for Belfast + SoS/NI on helicopter
- 1342 Arrive Belfast City Airport. Depart for visit (with bikes)
- 1357 Arrive Queen's University Centre for Cancer Research and Cell Biology (97 Lisburn Road, Belfast BT9 7AE). Met by Professor Greer,  
Refresh
- 1413 Meeting at Queen's University Centre for Cancer Research and Cell Biology + SoS/NI and Jaimie Norman  
Professor Ian Greer (President and Vice Chancellor),  
Professor Stuart Elborn (Pro-Vice Chancellor for Medicine, Health and Life Sciences)  
Professor Donna Fitzsimons (Head of School of Nursing and Midwifery)  
Professor Pascal McKeown (Dean of School of Medicine, Dentistry and Biomedical Sciences)
- 1429 Walk to Labs
- 1431 Meet scientist conducting NHS testing
- 1437 Meet scientist in Sequencing Lab
- 1440 Digi clip  
St Patrick's Day digi clip
- 1445 Meet students to discuss Turing Programme
- 1508 Prep
- 1530 Broadcast clip
- 1534 Short meeting with NI Conservatives



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1545 Depart Queen's University (with bikes)  
 1548 Arrive Axial3D (Alexander House, 17a Ormeau Avenue, Belfast BT2 8HD). Met by Robert Johnson (CEO) and Michelle O'Neill (Deputy First Minister)  
 Brief chat  
 1551 Meeting at Axial3D + SoS/NI and Will Gelling  
 Roger Johnson (CEO, Axial3D)  
 Daniel Crawford (Founder, Axial3D)  
 1606 Tour of office and printing workshop  
 1624 Digi clip  
 1629 Prep  
 1647 Virtual print media huddle  
 1709 Bid farewell to host  
 1710 Depart Axial3D for airport (with bikes)  
 1732 Arrive Belfast City Airport. Depart for RAF Northolt on RAF 146  
 1828 Arrive at RAF Northolt. Depart for No10 (with bikes)  
 1906 Return to No10. To Flat  
 1920-1950 Uxbridge AGM phone call  
 1950 To Flat

Saturday 13 March*No10*

1615-1715 Walk with Carrie, Wilfred and Dilyn (Buckingham Palace)  
 2000 Depart No10 for walk to M&S, Green Park + Dilyn  
 2100 Return to No10

Sunday 14 March*No10**Mother's Day*

0848-0911 Phone call with Cressida Dick (Metropolitan Police Commissioner) + Gemma Ungood-Thomas, Martin Reynolds, James Slack, Munira Mirza, Jack Doyle and Dan Rosenfield (joined late)  
 0935-1003 Phone call with Gemma Ungood-Thomas, Martin Reynolds, James Slack, Munira Mirza, Jack Doyle, Ben Gascoigne, Dan Rosenfield, Henry Newman and Allegra Stratton  
 1600-1640 Shopping in M&S (Cardinal Place) + Carrie, Wilfred and Dilyn

Monday 15 March

0710-0740 Run  
 0850 To office  
 0857-0908 Office meeting + Martin Reynolds, Stuart Glassborow, Simone Finn, John Bew and James Slack  
 0919 Depart No10 for London Euston (with bikes)

0927 Arrive Euston. Depart for Coventry  
 1042 Arrive Coventry Station. Depart for National Express depot (with bikes)  
 1050 Arrive National Express Coventry depot (2 Ford Street, Coventry CV1 5WT). Met by Tom Stables (Managing Director UK and Germany)  
 1052 Meeting with senior team + Olivia Shillabeer  
 Tom Stables (Managing Director UK and Germany)  
 David Bradford (Managing Director, UK Bus)  
 Andy Street (Mayor of the West Midlands)  
 1111 Walk to electric buses  
 1115 Board electric bus and sit in the driver seat  
 1120 Plug in bus charging cable  
 1125 Meet bus drivers  
 1140 Digi clip  
 1150 Walk to bus maintenance station and meet apprentice mechanics  
 1204 Prep  
 1223 Broadcast clip  
 1233 Walk to Regional media huddle  
 1235 Regional media huddle  
 1255 Depart for No10 (with bikes)  
 1445 Return to No10  
 1445-1510 Office meeting (MS Teams)  
 1530-1600 Dashboard meeting (MS Teams)  
 1617-1649 Meeting to discuss Lords issues + Ed Lister, Simone Finn and Ben Gascoigne  
 1650 Prep time for Political Cabinet  
 1737-1741 With Martin Reynolds and Dan Rosenfield  
 1742-1755 Meeting with Ben Gascoigne and Dougie Smith  
 1755-1810 Prep for Pascal Soiroth phone call + Martin Reynolds, Dan Rosenfield, Will Musker, Henry Cook and Greg Gardner  
 1814-1843 Phone call with Pascal Soiroth (CEO, AstraZeneca) + Martin Reynolds, Dan Rosenfield, Henry Cook, Simon Case and Greg Gardner  
 1843-1847 With Martin Reynolds, Dan Rosenfield, Will Musker, Greg Gardner, Henry Cook and Simon Case  
 1848-1855 Prep time for Crime and Justice Taskforce + Gemma Ungood-Thomas, Munira Mirza and Dan Rosenfield  
 1855-1949 Crime and Justice Taskforce (MS Teams)  
 2005-2058 Walk in park with Theo Johnson (son)  
 2059 To Flat



Tuesday 16 March

0645-0720 Run + Dilyn  
 0810 To office  
 0830-0908 Political Cabinet  
 0908-0955 Cabinet  
 0955-1003 Vaccine catch-up + Martin Reynolds, Dan Rosenfield and Simon Case  
 1004-1019 Flat  
 1020-1023 Digi filming – IR clip  
 1023-1033 With Simone Finn  
 1033 Prep for IR Statement + David Blair, Will Gelling, John Bew, Declan Lyons, Nicholas Howard, Martin Reynolds, Ben Gascoigne and James Slack  
 1215 Depart No10 for HoC  
 1220 Arrive at HoC  
 1230 To Chamber for IR Statement  
 1348 Return to HoC office. Debrief with Nicholas Hoard and Will Gelling  
 1353-1407 With Tracey Crouch MP  
 1407 With Ann Sindall  
 1411 Depart HoC for No10  
 1418-1430 Small Group – PMQs prep meeting + Declan Lyons, Nicholas Howard, Marcus Natale and John Allen  
 1432-1441 Prep time for Delivery Stocktake – Net Zero + Michael Barber, Anouka Dhadda and Emily Beynon  
 1445-1545 Delivery Stocktake - Net Zero with Michael Barber (Delivery Associates) – (MS Teams)  
 + Leigh Sandals (Delivery Associates), Simon Case, Stephen Barclay (CST), Phil Duffy (HMT), SoS/BEIS, SoS/DfT, SoS/MHCLG, SoS/Defra, Alok Sharma (COP President), Dan Rosenfield, Emily Beynon, Anouka Dhadda and Simone Finn  
 On MS Teams: Sarah Munby (Perm Sec/BEIS), Bernadette Kelly (Perm Sec/DfT), Jeremy Pocklington (Perm Sec/MHCLG), Tamara Finkelstein (Perm Sec/Defra), Henry Newman, Munira Mirza, Jonathan Black, Sam Richards, Greg Gardner, Katie Ostheimer, Cat Little, Nadya Thorman (note taker) and Catherine Gresty (note taker)  
 1600-1700 International Vaccines meeting + Greg Gardner, Simon Case, Will Musker, Henry Cook, David Frost, Simon Case, Chris Whitty (CMO), Dan Rosenfield, Martin Reynolds, James Bowler/Simon Ridley, Madelaine McTernan, Tim Barrow/Vijay Rangarajan, James Slack, Jonathan Black and Emily Lawson



1715-1740 Meeting with Stephen Lovegrove (NSA) + Jaimie Norman, Oliver Stilgoe (CO), Doug Chambers (MOD), William Turner (MOD), Martin Reynolds and Dan Rosenfield  
 1740 In office  
 1800 To Flat

Wednesday 17 March*Carrie's Birthday*

0700-0730 Personal training with Harry Jameson  
 0900-0915 Office meeting (MS Teams)  
 0920 Dashboard meeting (MS Teams)  
 0940-1030 PMQs prep + Declan Lyons  
 1030-1115 PMQs prep meeting + Nicholas Howard  
 1115-1140 Prep time for PMQs  
 1145 Depart No10 for HoC  
 1135 Nicholas Howard and Alex Burghart MP arrive at HoC  
 1148 Arrive at HoC +Declan Lyons  
 1159 To Chamber  
 1205 Ben Gascoigne arrives  
 1222 Dan Rosenfield arrives  
 1200-1240 PMQs  
 1240-1245 Chat with Mr Speaker in corridor (re G7)  
 1245 Return to HoC Office  
 With Dan Rosenfield, Ben Gascoigne and Alex Burghart  
 Declan Lyons departs  
 1313-1330 To Tea Room for engagement with MPs + Alex Burghart  
 c1330 Return to HoC Office  
 1332-1342 Meeting with constituency staff/signings  
 1345-1402 'Northern Mop Up MPs' (Zoom): Robbie Moore, MP, Holly Mumby-Croft MP, Alexander Stafford MP, Craig Whittaker MP and Miriam Cates MP  
 1405 With Ann Sindall  
 1426 Depart for No10  
 1433 Return to No10  
 1433-1445 In office with Henry Cook, Stuart Glassborow and Martin Reynolds  
 1446-1506 Meeting with Chief Whip + Ben Gascoigne  
 1517-1554 Political meeting with Lord Chancellor + Sarah Barrett, Dan Rosenfield, Gemma Ungood-Thomas, Henry Newman, Simone Finn and James Slack  
 Followed by meeting with Lord Chancellor  
 1554-1611 With Dan Rosenfield and James Slack

- 1611 With SoS/DHSC + Martin Reynolds and Dan Rosenfield
- 1625-1708 Small Group on Drugs (MS Teams) + Simon Case, Dan Rosenfield, Simone Finn, Chris Whitty (CMO), Patrick Vallance (CMA), Gemma Ungood-Thomas, Munira Mirza, Rory Geoghegan and Sarah Barrett
- 1708 Pre-brief ahead of VDC call with President von der Leyen + Martin Reynolds, Dan Rosenfield, Will Musker, Henry Cook, Greg Gardner, David Frost, Jonathan Black and Simon Case
- 1730 Phone call with Ursula von der Leyen (VDC) + Martin Reynolds, Will Gelling, Sian Eastment, David Quarrey, David Frost, James Slack, Katie Smith, Allegra Stratton, John Bew, Steph Lis, Henry Newman, Tara Soomro and Kiki Panayi
- 1808 Debrief + Martin Reynolds, Dan Rosenfield, Will Musker, Henry Cook, Greg Gardner, David Frost, Jonathan Black, Simon Case and Sir Tim Barrow
- 1830-1900 Phone call with Her Majesty The Queen
- 1928-1936 Phone call with SoS/DHSC
- 1940 Dinner with Carrie (White Room)

#### Thursday 18 March

- 0830-0854 Meeting to discuss AstraZeneca with Martin Reynolds, David Frost, Simone Finn, Henry Newman, Meg Powell-Chandler and Henry Cook
- 0906 Depart No10 for constituency visits + Shelley Williams-Walker and Alex from constituency office
- 1130 Return to No10
- 1136-1153 Record a video message to mark the 50<sup>th</sup> anniversary of Bangladesh + Kiki Payani
- 1153-1243 Session on Climate Science with Patrick Vallance (MS Teams) + Simon Case, Chris Whitty (CMO), Dan Rosenfield, Martin Reynolds/Stuart Glassborow, Emily Beynon, Anouka Dhadda, Jim Hall and Sam Richards  
On MS Teams: Stephen Belcher (Met Office)
- 1243 Lunch
- 1245-1310 Private meeting with Dan Rosenfield and James Slack
- 1311-1345 Political meeting: Scottish Campaign Update (MS Teams) + SoS/Scotland, Lord Mark McInnes, Henry Newman, Dougie Smith, Declan Lyons, Isaac Levido and Michael Brooks
- 1345-1346 With Henry Newman and Declan Lyons
- 1350 Prep time for CBI meeting + Emily Beynon, Alex Hickman and Lydia Edmonds



- 1121-1156 Meeting with Lord Chief Justice + Gemma Ungood-Thomas, Mark Sweeney, Ben Yallop (PS/LCJ) and Andrew Key (CE/LCJ)
- 1157-1200 Prep time for call with Business Leaders + Ollie Illott, Lydia Edmonds and Helen Twist
- 1200-1239 Virtual meeting with Business Leaders – Skills (linked to Budget) + Lydia Edmonds  
 Leo Quinn (Chief Executive, Balfour Beatty)  
 Joanna Swash (CEO, Moneypenny)  
 Richard Bridgman OBE (Founder/Owner, Warren Services)  
 Claire Paul MBE (Director Leadership & Career Development, BBC)  
 Anne Veck (Owner, Anne Veck Salon)  
 Adrian Hemmings (Training Partner, Simpkins Edwards)  
 Michelle Winstone (HR Director, Farrow and Ball)  
 Paul Gerrard (Campaigns & Public Affairs Director, Co-op)
- 1240-1241 COVID test
- 1241 Meeting with Foreign Secretary + Simon Case, Dan Rosenfield, David Frost and Martin Reynolds
- 1304-1329 Phone call with Prime Minister Rutte of The Netherlands + Martin Reynolds, David Frost, Greg Gardner, Stuart Glassborow, Simone Finn, Stephanie Lis, Henry Newman, James Slack, Georgie Barker, Kiki Panayi, David Quarrey, Sian Eastment, Jaimie Norman, Will Gelling and John Bew
- 1330 Prep time for infrastructure delivery session + Henry Newman, Emily Beynon and Simone Finn
- 1352 Infrastructure Delivery Session (MS Teams) + Nick Smallwood (IPA, CO), Simon Case, Mark Sweeney, Jonathan NS, Dan Rosenfield, Simone Finn, Andrew Gilligan, Emily Beynon and Cat Little  
 On MS Teams: Meg Powell-Chandler, Phil Duffy and Katie Ostheimer
- 1436 Prep time for BN(O) Roundtable + Gemma Ungood-Thomas and Georgie Barker
- 1446-1509 BN(O) Roundtable (MS Teams) led by Dr Krish Kandiah (Chair, Adoption and Special Guardianship Leadership Board/DfE / Principal, KrishK Consulting / Lecturer, Regents Park College and Oxford University + Gemma Ungood-Thomas and Georgie Barker
- 1515-1541 Prep time for call with President Macron of France (MS Teams) + David Frost, Dan Rosenfield, Martin Reynolds, Henry Newman, Munira Mirza, Gemma Ungood-Thomas, Joel Winton and Mark Sweeney  
 On MS Teams: Matthew Rycroft (HO)

- 1400-1435 Virtual meeting with Tony Danker (DG, CBI) + Emily Beynon, Alex Hickman and Lydia Edmonds
- 1444-1447 With Ollie Illott and Meg Powell-Chandler
- 1447-1513 Early Years Review Meeting with Andrea Leadsom MP + Ollie Illott, Meg Powell-Chandler, Rory Gibbell and Emily Davies
- 1515-1535 Prep time for Press Conference + Will Musker, Imran Shafi, Simon Case, Henry Cook, James Slack, Dan Rosenfield, Rosie Bate-Williams and Tim Kiddell
- 1540 Box work
- 1630 Press Conference prep + Tim Kiddell, Will Musker, Simon Case, James Slack, Henry Cook, Rosie Bate-Williams and Chris Whitty (CMO)
- 1700-1730 Press Conference
- 1730-1740 With Dan Rosenfield and Stuart Glassborow
- 1750-1800 Prep time for call with President Al-Sisi of Egypt + Tara Soomro, David Quarrey, Henry Newman and Martin Reynolds
- 1803-1842 Phone call with President Al-Sisi of Egypt + Ed Lister, Martin Reynolds, Will Gelling, David Quarrey, Kiki Panayi, Georgie Barker, Emilie Beckwith, Sian Eastment, Jaimie Norman and Amal Watt (Interpreter)
- 1842-1845 Prep time for call with Albert Bourla (CEO, Pfizer)
- 1839-1856 Phone call with Alberta Bourla (CEO, Pfizer) + Dan Rosenfield, Martin Reynolds, Simon Case, James Slack and Jonathan Black
- 1925 Pop into Imran Shafi's leaving do. To Flat
- 2101-2119 Phone call with Prime Minister De Croo of Belgium + Henry Newman, Georgie Barker, Stephanie Lis, John Bew, Jaimie Norman, Katie Smith, David Frost, Jonathan Black, Kiki Panyani, Dan Rosenfield, Martin Reynolds, Simone Finn, Simon Case, Will Gelling, Sian Eastment, Greg Gardner and David Quarrey

#### Friday 19 March

- 0700-0730 Personal training with Harry Jameson
- 0841 To office
- 0841-0856 With Dan Rosenfield
- 0900-0930 Office meeting (MS Teams)
- 0930-0955 Dashboard meeting (MS Teams)
- 1000-1030 Prep time for Liaison Committee + Declan Lyons
- 1030-1100 Meeting/Interview with Tom McTague (The Atlantic) + James Slack and Jack Doyle
- 1100-1117 With Dan Rosenfield
- 1118-1121 Prep time for meeting with Lord Chief Justice + Gemma Ungood-Thomas and Mark Sweeney



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- 1545-1600 Prep time for Union Strategy Committee + Gemma Ungood-Thomas and Will Gelling
- 1600-1652 Union Strategy Committee (MS Teams) + Dan Rosenfield, Michael Gove, Chancellor of the Exchequer, David Frost, Will Gelling, Martin Reynolds, Henry Newman, Steph Lis, Simon Case and Mark Sweeney
- 1700-1715 Prep time for bilateral with Chancellor of the Exchequer + Stuart Glassborow and Dan Rosenfield
- 1717-1750 Bilateral with Chancellor of the Exchequer + Stuart Glassborow and Dan Rosenfield
- 1750-1803 With Imran Shafi
- 1803-1805 Pre-brief with Shelley Williams-Walker
- 1805 Depart No10 for vaccination appointment at St Thomas's Hospital
- 1815 Arrive St Thomas's Hospital (Westminster Bridge Road, South Bank SE1 7EH). Met by Avey Bhatia (Chief Nurse) and Nicky Felix (Director of Operations)
- Check-in for appointment
- Meet patients and volunteers in waiting area
- 1820 Pre-vaccination health checks
- Receive vaccine
- 1835 Digi clip
- Photo with NHS staff and volunteers
- 1844 Depart for No10 (with bikes)
- 1848 Return to No10
- 1858-1907 With Jack Doyle + Wilfred
- 1858-1910 To Flat

Saturday 20 March*No10*Sunday 21 March*No10*

- 0904 Walk with Carrie and Wilfred
- 1020 Down from Flat. Reading in office
- 1045-1100 Pre-brief for call with President Macron of France + Martin Reynolds, Dan Rosenfield, David Frost and Will Gelling
- 1103-1144 Phone call with President Macron of France + Dan Rosenfield, Stuart Glassborow, Simon Case, Simone Finn, Will Gelling, Tara Soomro, Jaimie Norman, Sian Eastment, Greg Gardner, Kiki Panayi, Jonathan Black, David Frost, James Slack, Katie Smith, Allegra Stratton, John Bew, Steph Lis, Georgie Barker, Henry Newman, Stephen Lovegrove, Gemma Ungood-Thomas, Charlotte

- Bransgrove, Tim Barrow, Henry Cook, Jack Doyle and Ed Llewellyn (HMA)
- 1145-1159 Wash-up following phone call with President Macron with Dan Rosenfield, Martin Reynolds, Will Gelling and David Frost
- 1159-1206 In office
- 1206 With Martin Reynolds
- 1235 To Flat
- 1503 To office
- 1503-1526 With Dan Rosenfield
- 1526-1529 Pre-brief for call with Chancellor Merkel with Martin Reynolds
- 1530-1608 Phone call with Chancellor Merkel of Germany + Dan Rosenfield, Martin Reynolds, Stuart Glassborow, Simon Case, Will Gelling, Jaimie Norman, Sian Eastment, Greg Gardner, Kiki Panayi, Jonathan Black, David Frost, James Slack, Katie Smith, Allegra Stratton, John Bew, Stephanie Lis, Georgie Barker, Henry Newman, Charlotte Bransgrove, Tim Barrow, Jack Doyle, Henry Cook and Stephen Lovegrove
- 1607-1613 Wash-up following phone call with Chancellor Merkel + Martin Reynolds, Dan Rosenfield and Stuart Glassborow
- 1613-1728 In office reading/talking with Dan Rosenfield, Martin Reynolds and Stuart Glassborow/doing box work
- 1735 To Flat

### Monday 22 March

- 0759 Down from Flat. COVID test ahead of visit
- 0800-0812 In Private Office with Dan Rosenfield, Martin Reynolds and Stuart Glassborow
- 0841 Depart No10 for RAF Northolt (with bikes)
- 0910 Arrive RAF Northolt. Depart on BAe 146
- 1006 Arrive at Warton Airfield. Depart for visit (with bikes)
- 1014 Arrive at Warton Aerodrome (Preston PR4 1AX). Met by Charles Woodburn (Chief Executive) and Mark Menzies MP
- 1016 Walk to Factory of the Future with Chris Boardman (Group Managing Director)
- 1023 Move to factory led by Laura Langtree (former apprentice at BAE Systems)
- 1024 Meet technicians by aircraft elements 3D printing station
- 1033 Meet apprentices working on Robot Drilling Capability  
Pick up smart drill to fasten a screw
- 1038 Meet technician operating Robot Assisted Assembly Capability  
Move towards desk and press button marked to operate
- 1045 Digi clip



1046 Cup of tea with BAE Systems apprentices + Jaimie Norman  
 1104 Move to Tempest Model room  
 1105 Walk around Tempest model with Steve Formoso (Chief Test Pilot) and Laura Langtree (former apprentice at BAE Systems)  
 1127 Prep  
 1147 Broadcast clip  
 1153 Regional media huddle  
 1203 BFBS clip  
 1204 Political chat and photo with Mark Menzies MP, Scott Benton MP, Councillor Paul Rigby and Councillor Tim Ashton  
 1207 Staff photo  
 1212 Depart Warton Aerodrome (with bikes)  
 1227 Arrive Warton Airfield. Depart on BAe 146  
 1309 Arrive RAF Northolt. Depart for No10  
 1324-1337 Phone call with David Harding (CEO, Winton Capital) + Ben Gascoigne (in car)  
 1350 Return to No10  
 1400-1415 Office meeting (MS Teams)  
 1416-1449 Update on Borders (MS Teams) + SoS/DHSC, Simon Case, Susan Hopkins, Chris Whitty (CMO), Jonathan Van Tam (DCMO), Clare Gardiner, David Frost, Dan Rosenfield, Shona Dunn, James Bowler, Simon Ridley, Henry Cook and Will Musker  
 1449 Prep time for call with NATO Secretary General + Jaimie Norman, Simon Case, Stephanie Lis and Dan Rosenfield  
 1455-1525 Phone call with NATO Secretary General + Dan Rosenfield, Martin Reynolds, Simone Finn, Jaimie Norman, Sian Eastment, Kiki Panayi, James Slack, John Bew, Stephanie Lis, Georgie Barker and Jack Doyle  
 1530 Prep time for Liaison Committee (MS Teams)  
 1630-1641 Private meeting with David Williams (MOD Permanent Secretary candidate) + Martin Reynolds  
 1700-1724 Private meeting with Bernadette Kelly (MOD Permanent Secretary candidate) + Martin Reynolds  
 1724-1737 With Ben Gascoigne, Declan Lyons, Martin Reynolds and Shelley Williams-Walker  
 1737 Depart No10 for political events at CCHQ  
 1922 Return to No10  
 1922-2015 Small group meeting on vaccines + Foreign Secretary, David Frost, Simon Ridley, Dan Rosenfield, Martin Reynolds, Greg Gardner, Simon Case, Stephen Lovegrove (NSA), Henry Cook, Tom Drew (FCDO), Iain McCloud (FCDO) and Phil Duffy (HMT)  
 2020 To Flat

Tuesday 23 March*National Day of Reflection*

0840 To office  
 0900-0930 Office meeting (MS Teams)  
 0930-1020 Cabinet  
 1020-1045 With Chief Whip, Simon Case, Martin Reynolds and Dan Rosenfield  
 1045-1055 With Gemma Ungood-Thomas and Dan Rosenfield  
 1055-1200 Prep time for Liaison Committee (MS Teams)  
 1200-1201 One-minute silence for National Day of Reflection  
 1205-1245 Meeting with Dan Rosenfield, James Slack and Simon Case  
 1245-1300 With Declan Lyons and Ben Gascoigne  
 1300-1308 With Simone Finn  
 1308-1315 Prep time for meeting with bereaved family + Maya Kolade, Jo Power and Martin Reynolds  
 1315-1336 Virtual meeting with bereaved family (Marie Curie) + Maya Kolade  
 Barbara Neale and Belinda Piasecki  
 Jane Murray (Marie Curie counsellor)  
 1338-1423 Small Group – PMQs prep meeting + Nicholas Howard, Declan Lyons, Joshua Kossoff, Jack Doyle and Ben Gascoigne  
 1423-1428 With Ben Gascoigne and Declan Lyons  
 1428-1435 Quick word with Tara Soomro  
 Quick word with Henry Newman  
 Quick word with Ush Patel  
 1435-1503 Vaccines meeting + Tim Barrow, Madelaine McTernan, Martin Reynolds, Dan Rosenfield and Stephen Lovegrove (MMR Room)  
 1503-1528 In office alone reading press statement  
 1530-1648 Prep time for Press Conference + Tim Kiddell, Will Musker, Rosie Bate-Williams, Jack Doyle, James Slack and Henry Cook  
 1618 Chris Whitty (CMO) and Patrick Vallance (CMA) join  
 1648-1701 In office alone  
 1701-1750 Press Conference  
 1815-1830 Prep time for 1922 Committee  
 1830-1940 Virtual meeting with 1922 Committee (Zoom)  
 1950 Dinner with the Chancellor of the Exchequer (Chancellor's Flat)

Wednesday 24 March

0700-0730 Personal training with Harry Jameson  
 0845 To office  
 0900-0915 Office meeting (MS Teams)



0915-0930 Dashboard meeting (MS Teams)  
 0945-1020 PMQs prep with Declan Lyons and Ben Gascoigne  
 1020-1030 With Martin Reynolds, Dan Rosenfield, Simon Case and Jack Doyle  
 1030-1110 PMQs prep meeting  
 1110-1140 Prep time for PMQs  
 1142 Depart No10 for HoC  
 1145 Arrive at HoC + Declan Lyons  
 1145 In HoC office with Declan Lyons, Ben Gascoigne, Trudy Harrison MP, Joshua Kossoff and Nicholas Howard  
 1157 To Chamber  
 1200-1244 PMQs  
 1246 Return to HoC office  
 1300-1310 Meeting with Constituency staff  
 1311-1314 With Gareth Davies MP and Trudy Harrison MP  
 1314-1324 With Deputy Speaker, Dame Eleanor Laing + Trudy Harrison MP  
 1330-1344 Phone call with Theresa May MP and Chris Grayling MP about Covid Regulations and Aviation Sector + Dan Rosenfield, Martin Reynolds, Ben Gascoigne, Stuart Glassborow, Ollie Illott, Will Musker and Emily Beynon  
 1345-1524 Preparation for Liaison Committee + Nicholas Howard, Jamie Davies, Declan Lyons, Ben Gascoigne, John Bew, Jaimie Norman, Henry Cook and Henry Newman  
 1526 Depart for Liaison Committee  
 1530-1720 Liaison Committee (Thatcher Room, PCH) + Nicholas Howard  
 1737 Return to No10. COVID test  
 1738-1741 In Private Office with Martin Reynolds and Dan Rosenfield  
 1741-1818 Vaccine Deployment + SoS/DHSC, Minister for Vaccine Deployment, Emily Lawson, Simon Stevens, Madelaine McTernan, Simone Finn, Henry Cook, Simon Ridley/James Bowler, James Slack/Jack Doyle, Will Musker, Dan Rosenfield, Martin Reynolds, Simon Case and Munira Mirza  
 On Zoom: Chancellor of the Exchequer, Michael Gove, Chris Wormald, Phil Duffy, Allegra Stratton, Rosie Bate-Williams, Simon Ridley/James Bowler, Chris Whitty (CMO), Patrick Vallance (CSA), Jonathan Van Tam and Nikita Kanani  
 1818-1830 In office alone  
 1830-1900 Phone call with Her Majesty The Queen  
 1900-1911 In office with Martin Reynolds, Dan Rosenfield and James Slack  
 1911 To Flat

Thursday 25 March

- 0648 Return from walk
- 0836 Depart No10 for Greenford (by car)
- 0903 Arrive Monkey Puzzle Nursery (Unit C, Tilermans Court, Grenan Square, Greenford Square, Greenford UB6 0FT). Met by John Gill (Director) and Andrea Leadsom MP  
Meeting on the importance of early years and findings of the Review + Ollie Ilott  
Sukhy Gill (Nursery Owner and Director)  
John Gill (Director)  
Andrea Leadsom MP
- 0929 Walk into nursery room with Sukhy Gill and Andrea Leadsom MP  
Wash hands with children  
Join drawing activity with children. Led by Usha Bowens (Nursery Practitioner)  
Join lego table with children  
Move to reception area
- 0935 See lateral flow testing set-up for nursery staff with Andrea Leadsom MP and Deepa Shah (Nursery Manager)  
Move upstairs
- 0938 Sit down with new parents to hear about their experiences welcoming a baby  
Denisa Ana Nechita (Nursery Practitioner)  
Alex Dari (Mother of Oscar Ciurla)  
Gemma Lord (Mother of Elaya Telemaque)  
Rajvinder and Sanjay Arora (Mother and Father of Sanveer Arora)  
Andrea Leadsom MP
- 0945 Digi clip
- 0950 Media prep
- 1002 National broadcast clip
- 1023 Photo with staff
- 1025 Depart for No10 (with bikes)
- 1055-1105 Return to No10. Straight onto visit at No9 + Shelley Williams-Walker
- 1117-1123 In office with Dan Rosenfield
- 1123-1143 Record a message for Passover given Covid restrictions + Maya Kolade
- 1143-1212 Flat with Simone Finn
- 1213-1245 Lunch with Foreign Secretary + Will Gelling, Dan Rosenfield and Martin Reynolds
- 1245-1248 In office with Dan Rosenfield



1248-1258 Prep time for ODA + Tara Soomro, Harry Carter, Nikki Da Costa, John Bew, Ben Gascoigne, Stuart Glassborow and Dan Rosenfield  
 1259-1400 ODA meeting with Foreign Secretary, Chief Whip and Leader/HoL  
 1400-1415 Prep time for bilateral with Chancellor of the Exchequer + Simon Case, Stuart Glassborow and Dan Rosenfield  
 1415-1500 Bilateral with Chancellor of the Exchequer  
 1500-1530 Prep time for National Economy Recovery Taskforce (NERT)  
 1530-1555 National Economy and Recovery Taskforce  
 1555-1630 Box work  
 1631-1710 Meeting with Allegra Stratton + Dan Rosenfield  
 1715-1727 Prep time for meeting with Johnny Mercer MP + Jaimie Norman and Ben Gascoigne  
 1728-1819 Meeting with Johnny Mercer MP + Jaimie Norman, Ben Gascoigne, Allegra Stratton and James Bowler  
 1819-1842 Meeting with Simon Case + Martin Reynolds, Dan Rosenfield and Simone Finn  
 1846-1852 Phone call with Dr Albert Bourla (CEO, Pfizer)  
 1852-1910 With Dan Rosenfield, Martin Reynolds and Simone Finn  
 1910 To Flat

#### Friday 26 March

0700-0730 Personal training with Harry Jameson  
 0830 To office  
 0837-0840 With Tara Soomro  
 0840-0859 In office  
 0859-0900 With Martin Reynolds  
 0900-0925 Office meeting (MS Teams)  
 0925-1005 Dashboard meeting (MS Teams)  
 1005 In office  
 1023-1105 Weekly policy meeting (MS Teams)  
 1115 Writing speech  
 1322 Depart No10 for CCHQ  
 Pre-record Spring Conference speech (CCHQ)  
 1414 Return to No10  
 1414-1424 Lunch  
 1424 Prep time for Climate Action Strategy Committee + Tara Soomro and Emily Beynon  
 1430-1548 Climate Action Strategy Committee (MS Teams) + Tara Soomro and Emily Beynon  
 1548-1610 Prep time for meeting/interview with Anthony Seldon + Dan Rosenfield  
 1610-1619 Interview with Sir Anthony Seldon

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- 1620-1630 Prep time for call with President Biden + Will Gelling  
 1630-1715 Phone call with President Biden (MMR) + Will Gelling and Dan Rosenfield  
 1715-1730 Diary Forward Look + Simone Finn and Dan Rosenfield  
 1730-1810 Vaccine update (MS Teams) + SoS/DHSC, Chris Whitty (CMO), Patrick Vallance (CMA), Jonathan Van Tam, Simon Case, Dan Rosenfield, Henry Cook, Stuart Glassborow, Will Musker, James Bowler, PPS/DHSC, Perm Sec/DHSC and Jack Doyle

Saturday 27 March*No10*

- 1006-1037 Meeting and photo with Parliamentarians sanctioned by China: Iain Duncan Smith MP, Tim Loughton MP, Nusrat Ghani MP, Lord David Alton and Baroness Helena Kennedy

Sunday 28 March*No10*

- c. 1600 Collect food parcel from Darby's

Monday 29 March*Step one of Roadmap*

- 0700-0730 Personal training with Harry Jameson  
 0906-0942 Office meeting (MS Teams)  
 1042-1000 Dashboard meeting (MS Teams) + Will Musker  
 1010-1025 Record a message for Easter/Meeting with Simon Thompson (CEO, Royal Mail) to launch the Stamps Competition + Maya Kolade  
 1030-1110 Steel update + Emily Beynon  
 1110-1200 COVID Strategy session / Roadmap + Simon Case, Chris Whitty (CMO), Patrick Vallance (CMA), James Bowler, Simon Ridley, Emma Payne, Dan Rosenfield, Henry Cook, Stuart Glassborow, Will Musker, Rosie Bate-Williams, Jack Doyle and Kathy Hall  
 1200-1230 Prep time for trilateral on rail reform  
 1230-1315 Trilateral with Chancellor of the Exchequer and SoS/DfT on Rail Reform (MS Teams) + Simon Case, Dan Rosenfield, Emily Beynon, Stuart Glassborow/Martin Reynolds, Katie Ostheimer, Andrew Gilligan, Jack Doyle, Munira Mirza, Henry Newman, Johanna Cowan (CO), and Peter Hendy (Network Rail)  
 1329-1409 Bilateral with David Frost + Greg Gardner, Dan Rosenfield and Martin Reynolds  
 1410-1416 Lunch  
 1417-1435 Political call + Ben Gascoigne



1500-1651 Prep time for Press Conference + Shelley Williams-Walker, Rosie Bate-Williams, Will Musker, James Slack and Jack Doyle  
 1700-1736 Press Conference (No9)  
 1736-1739 With Ush Patel  
 1739-1827 In office alone  
 1827-1830 In Private Office with Martin Reynolds and Simone Finn  
 1830-1831 In office with Stuart Glassborow, Simone Finn, Martin Reynolds and Dan Rosenfield  
 1831-1858 Box work  
 1900-1928 MMR Room + Martin Reynolds, Dan Rosenfield, Tim Barrow and Greg Gardner  
 1930 To Flat

Tuesday 30 March

0843 Down from Flat  
 0843-0853 Reading newspapers  
 0853-0900 With Dan Rosenfield and Martin Reynolds  
 0901-0926 Office meeting  
 0926-1019 Prep time for BBC NI interview + Will Gelling, John Bew, Ben Gascoigne, Shelley Williams-Walker, Jack Doyle and Evan Steadman  
 1026-1049 Interview with BBC NI – special programme for the NI centenary  
 1050-1202 Prep time for bilateral with Chancellor of the Exchequer + Stuart Glassborow, Dan Rosenfield and Simon Case  
 Bilateral with Chancellor of the Exchequer + Stuart Glassborow, Dan Rosenfield and Simon Case  
 1202-1204 Follow-up with Dan Rosenfield, Stuart Glassborow and Simon Case  
 1204-1214 In office alone  
 1214-1218 Quick prep for People's PMQs + Chloe Sarfaty and Rosie Bate-Williams  
 1218-1230 Filming for People PMQs + Chloe Sarfaty and Rosie Bate-Williams  
 1230-1238 In office alone  
 1238-1247 Prep time for call with President Joko Widodo + Tara Soomro, David Quarrey and John Bew  
 1249-1304 Phone call with President Joko Widodo of Indonesia + Dan Rosenfield, Martin Reynolds, Stuart Glassborow, Simone Finn, Tara Soomro, Sian Eastment, Greg Gardner, Kiki Panayi, Stephanie Lis, Caroline Anning, Henry Newman and Jack Doyle  
 1304-1312 With Will Gelling, John Bew and Martin Reynolds  
 1312-1322 Quick word with Ben Gascoigne

- 1322 In office alone
- 1346 Prep time for Build Back Better Business Council + Dan Rosenfield, Oliver Christian, Simone Finn and Meg Powell-Chandler
- 1400-1526 Build Back Better Business Council + Simone Finn, Dan Rosenfield and Eliza Ackland
- 1541-1544 With Jack Doyle and Munira Mirza
- 1549-1600 Prep time for meeting with CEO, Google + SoS/DCMS, David Frost, Ollie Illott and Lydia Edmonds
- 1600-1633 Meeting with Sundar Pichar (CEO, Google and Alphabet), Ronan Harris (MD UK and Ireland, Google) and Katie O'Donovan, Director of Government Affairs and Public Policy, Google UK (MS Teams) + SoS/DCMS, David Frost, Ollie Illott and Lydia Edmonds
- 1633-1700 Private meeting with Neil Darbyshire (Daily Mail) + Dan Rosenfield and James Slack + Dan Rosenfield and James Slack
- 1705-1740 Vaccine Deployment (MS Teams) + SoS/DHSC, Minister for Vaccine Deployment, Emily Lawson, Simon Stevens, Madelaine McTernan, Dan Rosenfield, Simone Finn, Cabinet Secretary, Henry Cook, Simon Ridley/James Bowler, James Slack/Jack Doyle, Will Musker and Munira Mirza  
On Zoom: Chancellor, Michael Gove, Chris Wormald, Phil Duffy, Allegra Stratton, Rosie Bate Williams, Simon Ridley/James Bowler, Chris Whitty (CMO), Patrick Vallance (CSA), Jonathan Van Tam and Nikita Kanani
- 1740-1753 Prep time for meeting with Liz Truss (Equalities Minister) + Maya Kolade and Munira Mirza
- 1755-1815 Meeting with Liz Truss (Equalities Minister) + Maya Kolade and Munira Mirza
- 1845-1918 Security briefing with Stephen Lovegrove, Martin Reynolds, John Bew, Will Gelling, Dan Rosenfield and David Quarrey (Deputy NSA)
- 1919 To Flat for private appointment

### Wednesday 31 March

- 0700-0730 Personal training with Harry Jameson
- 0858 To office
- 0900-0922 Office meeting (MS Teams)
- 0922-0940 Dashboard meeting (MS Teams)
- 0945-1000 Prep time for meeting with Sir Kevan Collins
- 1005-1050 Meeting with Sir Kevan Collins and SoS/DfE on Education Recovery (MS Teams) + Dan Rosenfield, Simone Finn, Ollie Illott,



- Stuart Glassborow, Rory Gribbell, Munira Mirza, Meg Powell-Chandler, Julia Kinniburgh (DfE) and Mark Sweeney  
On MS Teams: Emily Davies, Hollie Godsmark (DfE), Iain Mansfield (DfE), Jonathan Clifton (DfE) and Allegra Stratton
- 1050-1105 Prep time for Crime and Justice Taskforce + Gemma Ungood-Thomas and Mark Sweeney
- 1105-1159 Crime and Justice Taskforce
- 1205-1241 Meeting with Sir Graham Brady MP + Ben Gascoigne and Dan Rosenfield
- 1244-1325 Meeting with Jake Berry MP/phone calls + Ben Gas Gascoigne and Dan Rosenfield
- 1325-1358 Lunch
- 1358-1359 COVID test
- 1359-1401 With Dan Rosenfield, Will Gelling and Martin Reynolds
- 1401-1424 Meeting with Martin Harris (Director for Eastern Europe and Central Asia, FCDO) + Foreign Secretary, Will Gelling, Martin Reynolds, Dan Rosenfield, John Bew, Creon Butler and David Quarrey
- 1425-1429 Prep time for meeting with Christian community leaders + Jonathan Hellewell and Maya Kolade
- 1429-1503 Virtual meeting with Christian community leaders + Jonathan Hellewell and Maya Kolade  
Bishop of London  
Cardinal Vincent Nichols, Archbishop of Westminster  
Pastor Agu Irukwu, Redeemed Christian Church of God  
Tom Jackson, Holy Trinity Brompton (Love Your Neighbour rep)  
Yinka Oyekan, Baptist Union (Love Your Neighbour rep)  
John and Debby Wright, Vineyard Churches (Love Your Neighbour rep)  
Steve and Liz Burston, St John's Church Crawley (Love Your Neighbour rep)
- 1503-1605 Session on Nature and COP26 + Zak Goldsmith, Tara Soomro and Ben Gascoigne  
Tanya Steele, WWF UK  
Sir Graham Wynne, World Resources Institute  
Dr Andrew Steer, World Resources Institute  
Sir Robert Watson (Former Chair of the Intergovernmental Panel on Biodiversity Ecosystem Services)
- 1607 Prep time for meeting with the Commissioners of the Commission on Race and Ethnic Disparities + Maya Kolade and Munira Mirza

- 1615-1715 Meeting with the Commissioners of the Commission on Race and Ethnic Disparities + Maya Kolade, Munira Mirza and Dan Rosenfield
- 1721-1815 Meeting with Susannah McGibbon (Treasury Solicitor)
- 1831-1900 Phone call with Her Majesty The Queen
- 1903-1936 Vaccine Update + Dan Rosenfield, Martin Reynolds and Simon Case