

TEMPLATE · SUBCHAPTER 3.15 · THE AUDIT PROGRAMME OVER TIME

The Three-Reading Worksheet

Source: Francesco Dore, *The Helm and the Lens*, Volume 1b — ISO 14001:2026, subchapter 3.15

THREE READINGS

Coverage, in which the empty rows are the finding; recurrence, grouped by cause; and rung, testing how robust the corrective actions actually were.

A single audit can be excellent while the programme of them is failing, because the failure lives between the documents. Read together, ten years of audits are one piece of evidence about the audit programme. The three cuts below use only what the property already has. The book recommends that they be made by somebody new enough to find the empty rows surprising, working from the records rather than from memory.

ISO 14001:2026 names the results of previous audits as one of the inputs the audit programme must consider, alongside the environmental importance of the processes and changes affecting the organisation. It does not prescribe this worksheet or any method of reading the archive.

Reading 1 · Coverage — the empty rows are the finding

Every process in the environmental scope down the side, the years across the top, a mark in each year it was audited. Look first at the rows with no marks. The emptiest rows are usually at the edge of the property; four reminders are pre-filled. Y1 is the oldest year read; write the calendar year above each column.

Process in the environmental scope	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Times audited	Comment
Contractors working on site												
Outsourced services (for example, the laundry contract)												
Shared facilities and areas												
Upper altitude of the system: policy, objectives, management review												

Reading 2 · Recurrence — grouped by cause

Every finding in the period, grouped by cause rather than by department, date or grade. Inside any one audit every finding is a first occurrence; read as a column, nine correct findings can become one uncorrected condition.

Cause (as determined)	Findings grouped under it (reference · year · department)	Occurrences	First seen	Last seen	Condition still open?

Reading 3 · Rung — how robust the corrective actions were

Every closed corrective action classified on the robustness ladder of subchapter 3.12 (1 = tell people, retrain, sign; 2 = procedure; 3 = named owner and scheduled check; 4 = change the arrangement; 5 = change the physical situation). The distribution describes the organisation rather than the findings.

Corrective action reference	Year	Action as recorded	Rung (1–5)	Who had to be involved (department alone / others)

Distribution

Rung 1	Rung 2	Rung 3	Rung 4	Rung 5	Total

A fourth cut, if the log carries it: the evidence type behind each finding — told, read, seen, re-performed. What follows the three readings, in the book, is a reweighting rather than a rewrite, with a written reason beside every item whose frequency is reduced or removed.

What this template is not: ISO 14001 does not prescribe this form. It is a working aid drawn from the book; the standard and, where certification is involved, the certification body's own rules and contract govern the real case.