

Youth integrated offender management (IOM) programme – diverting young people away from criminality

A youth integrated offender management (IOM) programme providing a coordinated, multi-agency approach to divert high-risk young people from reoffending and criminality.

First published

3 August 2026

Key details

Stage of practice	Untested
Purpose	Diversion
Topic	Violence and crime against the person Public protection, safeguarding and vulnerability Offender management
Organisation	Humberside Police
HMICFRS report	PEEL 2025–27 Police effectiveness, efficiency and legitimacy: An inspection of Humberside Police
Contact	Mark Peasgood
Email address	mark.peasgood@humberside.police.uk
Region	North East

Key details

Partners	Police Community safety partnership Education Health services Local authority
Stage of implementation	The practice is implemented.
Start date	January 2025
Scale of initiative	Local
Target group	Children and young people Communities General public Offenders

Aim

The aim of the youth integrated offender management (IOM) programme is to ensure that the most complex and high-risk young people receive coordinated, multi-agency support.

The programme seeks to support the young person's trusted adults by creating consistency and accountability, enabling them to deliver better outcomes.

Intended outcome

The intended outcomes of the youth IOM programme are to:

- reduce the number of young people who offend or reoffend
- improve the multi-agency support available to young people and their trusted adults

Description

Humberside Police changed its operating model for referring children to the Youth Justice Service (YJS). Previously, the YJS managed children and young people subject to court orders, diversionary interventions and out-of-court disposals without any prioritisation. This approach meant that force resources were not necessarily being targeted at those children most likely to benefit from the services offered by the YJS. In response, Humberside Police identified the need for a more collaborative approach to managing demand within the YJS. The force also recognised that changes to the operating model would require amendments to the inclusion criteria for a youth IOM programme.

Humberside Police conducted a six-month trial of the youth IOM programme within a single Bank command area. Youth IOM meetings were established to coordinate case management and crime intervention activity for young people aged 11–17. Each young person is assessed and allocated according to their individual needs and level of risk, rather than through a scoring system. The meetings take place every two months through Microsoft Teams and are chaired by the YJS inspector. Representatives from the following statutory partner agencies attend:

- Humberside Police
- YJS
- social care

If a young person is in education or receiving support from child and adolescent mental health services (CAMHS), representatives from these services may be invited to attend the meeting. For a young person to be discussed, at least two partner agencies must be involved, with the intention of delivering one or more interventions. Interventions are developed on a case-by-case basis and take into account relevant factors under the Police and Criminal Evidence Act 1984 (PACE). The purpose of these interventions is to divert the young person away from criminal behaviour. Although the impact of an intervention may not be immediate, the IOM programme continues to work with the young persons to identify and address the underlying causes of ongoing offending.

High harm reduction officers (HHRO)

To oversee the interventions, the force has introduced high harm reduction officers (HHROs). These specially trained officers work with young people who are at the highest risk of harm and

provide support through the youth IOM programme. HHROs are required to attend youth IOM meetings and support the inspector by:

- managing young people's cases
- supporting neighbourhood policing teams with the youth IOM process
- maintaining regular contact with the young person and their family to build a trusted adult relationship
- sharing information with relevant partner agencies

HHROs are also responsible for coordinating investigations and enforcement activity relating to a young person's offending behaviour. This may include escalating the status of investigations to ensure appropriate bail checks are carried out by frontline policing teams and liaising with relevant departments and partner agencies as required.

Cost and senior management approval

The youth IOM programme was approved by the senior leadership team and required no funding. Since implementation, the initiative has been incorporated into policies relating to:

- child criminal exploitation
- child sexual exploitation
- early intervention
- youth justice

Overall impact

Several young people participating in the programme have secured full-time employment and have not reoffended within the past six months. This suggests that the youth IOM programme looks promising in relation to its impact on diverting young people away from offending and reducing overall levels of crime.

Humberside Police teams have welcomed the introduction of HHROs, who have been instrumental in coordinating investigations and enforcement activity relating to young people's offending behaviour.

Humberside Police has since extended the initiative a second command area.

Learning

- All individuals involved in the youth IOM programme must be able to communicate effectively with young people. Building rapport and establishing a positive relationships is essential to encourage young people to move away from offending behaviour.
- Some young people may be neurodivergent, have developmental or educational needs, or experience speech and language difficulties. It is important that officers and staff understand and recognise these additional needs so that they can communicate effectively and provide appropriate support.
- To ensure successful implementation, it is essential to secure the commitment and support of all partner agencies from the outset. This helps prevent miscommunication and ensures that all partners work towards aligned objectives.

Copyright

The copyright in this shared practice example is not owned or managed by the College of Policing and is therefore not available for re-use under the terms of the Non-Commercial College Licence. You will need to seek permission from the copyright owner to reproduce their works.

Legal disclaimer

Disclaimer: The views, information or opinions expressed in this shared practice example are the author's own and do not necessarily reflect the official policy or views of the College of Policing or the organisations involved.