

GUIDE TO DEVELOPMENT

Introduction

When I was first appointed as National Development Officer I was asked by the NEC to produce a new guide to opening a new Group, (Guide to Development).

The first step in producing this guide was to research previous guides, booklets and training notes on the subject of Development, some of these are quoted in this Guide under the general heading "The Traditional Method".

The next step was to include something new to the Guide from the various Development projects carried out more recently, these have been, on the whole a departure from "The Traditional Method".

"The Traditional Method"

One of the questions that arises when considering the opening of a new Group is "How do I start?". While everyone has their own ideas on how to go about it, this booklet has been produced as a basic step by step guide to the opening and running of a new Group.

You can consult the 'Guide to 18 Plus' for general information on the running of a Group, and your Development Officer for any information on current Development policy.

1. The First Steps.

A Feasibility Study

In order to test the potential of 18 Plus in a chosen locality it is essential to fill in a Feasibility Study Form that can be obtained by contacting your Area Development officer, or the Office.

The form is divided into two parts, Sections A and B. Section A concerns the locality of the proposed Group and Section B the practical aspects of the opening, the grant requested, the budget, programme details and publicity plans.

Section A serves as a strong guide as to where to open the Group, (the centre of town or on the outskirts), local people who can be approached for help and many other items. The types of questions asked are:

What similar organisations exist? - What other entertainment exists? - What premises are available? - What are the sources of potential members? - What publicity outlets are there? - What are transport communications like? - Can help be expected from Local Authorities?

It is impossible to lay a hard and fast rule about size of towns but it can be assumed that a town with a catchment area of up to 100,000 people can take one 18 Plus Group. In towns or cities of over 100,000 populations, it is best to try to open one or two Groups on the outskirts due to competition from discos and cinemas. Population figures can be obtained by reference to AA or RAC handbooks.

Please be as accurate as possible in completing the study as one of its important aspects is to help you to find out about the locality in which the new Group is to exist. Libraries and Information centres may be able to help in providing answers to some of the questions. On completion, Section A should be passed on to your Area Development Officer and before being handed on to the National Development Officer it must be signed by them (or the Area Chairman in the absence of a Development Officer) to signify approval. Once the National Development Officer has given the go ahead for the Group it is necessary to fill in Section B.

Development Grant

A Development Grant is available from National funds to assist in financing a new Group. The sum involved is reviewed periodically and currently the maximum is £50.00. However it depends on the information given in the Feasibility Study how much is actually allowed. This of course does not mean that £50.00 is all the money that you can have. If your budget in Section B indicates that more is required then apply to your Area for the balance.

The Grant is paid to tide new Groups over until they reach a stage where they are self financing as well as covering such development costs as advertising and room hire. The Grant could possibly be broken down as follows:

- | | |
|-----|--|
| 15% | Administration - stationery, postage traveling and telephone calls |
| 40% | Premises, first night buffet, quest expenses |
| 45% | Publicity, programmes, adverts, leaflets, posters |

On authorization from National, a cheque will be made payable to the new Group. The National Development Officer will also authorize a New Group package to be sent to the Development Committee.

£500.00 Development Fund

£500.00 per Area has been set aside from the proceeds of the sale of Nicholson House in a National development fund to be used to open new 18 Plus Groups. Areas and Groups may apply to the National Development Officer (or the officer fulfilling the role if the position is vacant) for grants provided that they conform to the published guidelines for opening new groups.

It was evident at the 1999 A.N.C. that members feel recruitment and retention to be of top priority at present. Many members see the task of opening new Groups quite daunting, this Development Fund will take away the financial burden involved with getting a new Group off the ground. The idea is that money is made available for opening new Groups, whether it is by an Area or a Group development committee. Members would have to fill in a claim form, stating what the money is being used for - for example: publicity, a deposit on a venue, or covering venue hire whilst the Group gets underway. It would be up to the individuals involved in starting up the new Group to determine how long they need financial support from the fund. However if a Group appears to be a success and able to support itself financially then claims may be turned down, with a view to the rest of the fund being used for other new Groups. It would be up to each Area to decide how much of the fund to use per new Group opened, although ideally £500 should see a few new Groups in each Area. Should an Area use all of the allocated money and wish for more to be made available, then a decision would be made based on how many new Groups have already been opened and the success rate of each one. The money would be available for new Groups only, not for re-development of struggling Groups. The idea is to expand on the number of Groups in the Federation.

Venue

The position of the meeting place is very important and it must be easy to reach or people will just not come. In a small town the best situation is the centre near to bus stops or stations so that people from the outskirts can get there quite easily.

Suitable venues can consist of such places as community centres, education centres, YMCA buildings and public houses. Make sure that the room is large enough for a social but not too large otherwise it will not be possible to create the right atmosphere. Another point is to make sure that the room selected is exclusive from the rest of the venue so that the Federation's identity is preserved. If a rent is payable, make sure that it is a fair charge and that it will be possible to build up Group funds.

The Feasibility study will indicate which nights to avoid because of other regular functions or the meetings of surrounding 18 Plus Groups.

Development Committee

When a new Group Development Committee is formed it is essential that everyone knows that the success of the venture rests solely on teamwork. The Development Committee are taking on a task which could demand six months or more of their time. The Committee's individual jobs could be defined as follows:

Chairman:

Has the final responsibility for the success or failure of the Group and should be the most experienced member. Duties include organizing and co-ordinating of the arrangements and committee, obtaining support from local Groups, obtaining financial aid, information and supplies and acting as host on the opening night.

Secretary/Administrator:

Deals with and distributes correspondence to people concerned, compilation of a timetable of the opening programme and liaison with Area officials.

Treasurer:

Opens a bank account in the Group's name and deals with all money received and paid out by the Group prior to the elections. Compilation of membership records, accounts and monitoring of budget.

Publicity Officer:

Responsible for planning and co-ordinating publicity for the new Group through papers, radio and all publicity channels.

2. Preparation.

Local Youth Service

When deciding to open a new Group, one of the biggest sources of help, information and even inspiration could possibly come from the Local Youth service.

One of the biggest problems that a Local Youth Service has is helping young people to change from youth to adulthood and also changing their recreational habits. Some Youth Services have been known to welcome 18 Plus with open arms so it's certainly worth a try. Not only can a Youth Service be of immense value in helping to fill in a Feasibility Form but they may also provide a Grant to help finance the first few weeks as well as provide the use of other luxuries such as a personal computer and many other items

Activities Programme

One of the main reasons why people join 18 Plus is because of its wide range of activities. Thus it is important that the first Group programme is well planned and offers a wide range of events. They should be well balanced in choice and there should be no repeated activities. A properly printed programme will create a good impression. Ideas for Group night events are covered elsewhere.

When planning weekend activities, Area and National events must take priority as this is a good way to get new people involved. Other ideas that are popular during the first few weeks include a meal out, disco, ten pin bowling, ramble or theatre visit.

Publicity

The ultimate object of the publicity campaign is to inform all those between the ages of 18 and 35 about 18 Plus through all available channels and to arouse their interest. The publicity could be divided into two main parts, initial coverage and final splash.

Initial Coverage

During the run up to the opening night it is important to explore as many publicity avenues as possible. The local paper should be contacted with an article on how the proposed new Group will be able to help young people get more out of life by its range of activities. This introduction to 18 Plus could possibly get you a few enquiries before the opening night and possibly a few willing helpers before the Group has opened.

Posters will be an important part of the campaign, so contact your Area Publicity Officer to see what is available and when you have obtained some, distribute them in as many public places as possible including libraries, community and sports centres, town halls and selected shops. Permission must be obtained at all times and even places like factory notice boards should be tried. Contact the local Citizens Advice Bureau and supply them with information and promotion material. A Building Society or shop may also be willing to put up an 18 Plus window display.

Final Splash

This is the climax of the campaign held in the week before the opening. The local Radio Station should be contacted to try and arrange a feature or interview. An advert, possibly tied up with another article should be placed in the local paper. It may be possible to book a local market stall to put 18 Plus promotional material on view and leaflets could be handed out to all prospective 18 Plus members. If possible, talk to interested people on the virtues of 18 Plus.

Finally, don't forget to place a poster in the meeting venue advertising the opening night.

3. The First Few Weeks

The Opening Night

It is important that the opening night is well planned as we are selling 18 Plus to complete strangers. The Development Committee should arrive well before the appointed time with members of nearby Groups to give the impression of a closely knit organization. Ammunition in the form of Notice Board, Group Programmes and 18 Plus leaflets should be at the ready. Copies of current and old 18 Plus magazines and scrapbooks from other Groups would also be useful. If you have organized a buffet, make sure that it is all ready for the interval. If the room is upstairs, make sure that some people are downstairs to escort everyone up. A poster should also be placed in the doorway. The local press should be invited to attend the opening night.

When prospective new members arrive, they should receive a personal welcome and be introduced to some of the members. After an initial settling in period the Chairman should welcome everyone, introduce the Development Committee and briefly give an outline of what 18 Plus can offer. If possible, let someone do a short slide show.

Finally, the evening should be concluded by encouraging people to come back next week bringing along their friends.

General Meeting

After the first two to three months the Group should be encouraged to elect their own committee while the Development Committee are there for support so that the elected members can gain experience of running their own Group. The first official elections should be run on the same lines as a Bi-annual General Meeting, with the Development Committee giving reports. The standard Group Constitution should also be presented to the meeting for acceptance after being pinned to the Notice Board some weeks beforehand for inspection.

The new committee should be elected from people who are likely to make good officers. Accurate minutes should be taken by the Development Secretary/Administrator in readiness for the next Bi-annual General Meeting who should also make sure that the committee details are sent to Area and National. The Treasurer should make sure that all cheque book signatories are signed over in accordance with banking policy.

Follow up

Once a new Group has elected its own committee this does not mean that the Development Committee's job is finished. It is essential that all the past work is followed up by supporting the Group during its early stages when it is most vulnerable. Most of all encourage the new Group to take an active part in Area affairs both at Conferences and in activities. They should be invited to attend as many other Group functions as possible.

NEW GROUP DEVELOPMENT.TIMETABLE

This timetable should be taken as an outline to help you with the opening of a new Group. Obviously, it may be necessary to rearrange some of the items and add others as thought necessary.

4 Months.

- Put out advert to assess response if required Initial meeting
- Decide committee, date of opening
- Complete Feasibility study and send Form A to Area Development Officer.
- Enroll a member who lives in the location if possible or has a good knowledge of the location

3 Months.

- Plan programme
- Delegate responsibilities
- Send posters/leaflets to printers if special ones required
- Inform local Groups
- Publicize with an advert the coming of the new Group
- Write to Building Societies and libraries to arrange publicity displays
- Send initial letters to local radios and newspapers

2 Months.

- Open bank account with loans - prepare budget
- Send off Development Form B for National Grant
- Send programme to printers
- Invite local Groups to the opening
- Confirm room booking in writing

1 Month.

- Send programmes out
- Ask local radio stations to broadcast opening
- Inform the Office of opening details/committee
- Plan opening night

2 Weeks.

- Invite local press Put out posters
- Re-check venue
- Check posters
- Obtain Notice Board

1 Week.

- Re-check Final publicity
- Final Development Meeting
- Distribute map for local Groups
- Borrow scrapbooks, photos, etc. for opening night

Opening.

- Arrive well before time and put up direction posters
- If press not present, send articles to papers

1 Month.

- Stick to programme at all costs
- Talk to potential new committee members
- Fix Group Constitution to Notice Board
- Hold discussion meeting about response to opening
- Continue with publicity

2 Months.

- First General Meeting to elect committee and approve Group Constitution

3 Months.

- Committee Meeting for new and old committees

After the opening, keep a constant watch on the progress of the Group. Continue with support and publicity help for several months. Involve the Group with other local Groups and the Area as much as possible.

With the help of the Development forms, the Guide to Development and this timetable and your Area committee you should achieve a strong and successful new Group for the Federation. This will not only benefit yourselves and your local Groups but the furtherance of the Federation as a whole.

Midland AEC Application for Development Funding of £500 to the January 2000 NEC meeting of The National Federation of Eighteen Plus Groups

Background

For a number of years Midland Area has seen significant decline. Last year saw the closure of 3 groups in the Area all of which were experiencing financial difficulties (this, of course, was not the only reason these groups closed).

When a Development Officer for Midland Area was elected in May last year he promised the opening of a new group in Walsall. This group is now open but needs more money to publicize itself and generate enquiries. The Development Officer firmly believes that the opening of the new Walsall group is a real turning point for the Area and is prepared to use any experience and knowledge he has gained as Development Chairman to support the opening of other groups.

Proposal

"That Midland Area receives £500 development funding from the National Federation of Eighteen Plus Groups to support the opening of Walsall and another two groups in Midland Area over the next 12 months.

This proposal was discussed and agreed at the Midland AEC meeting on 9/1/2000. Midland Area would use this funding as follows:

Walsall 18 Plus - £200.

This group is now open but has received very few enquiries.

Thanks to National Development Funds, Lichfield, Sutton Coldfield Groups and the 'plus' network, we have co-ordinated a series of adverts in the Evening Mail and Sunday Mercury. The first one will appear in this afternoon's edition of the Birmingham Evening Mail.

The principle objective, of course is to create enquiries and increase membership [not least for Walsall] for this sector of the Midland Area.

Walsall Eighteen Plus is going to receive a two hundred pound grant from Walsall MBC for start-up. Yippee!

This is an excellent reward for the development team. We have spent all given funds in start up and publicity. It means we can support our press advertising campaign with more materials.

One of the conditions is when we publicize or use the funds in the requested manner; we will need to carry the logo of Walsall MBC and the statement "This Project acknowledges financial support from Walsall Council" Small price to pay.

Sutton Coldfield has offered to contribute their £170 in full. Lichfield has offered £70. This makes a total of £240 that we have encouraged our two neighboring groups to spend on our joint publicity campaign.

It remains for me to now ask you for a contribution for Walsall's share. I know that Lichfield have not contributed as much as we would have hoped but, with £200 of National's Development Fund, we could mount a considerably effective advertising campaign in our local evening paper for a number of weeks.

Without these other two groups and National sharing costs in this way it would be unlikely that this kind of advertising would happen. Other groups in Midland Area could also benefit. If this works we could encourage more groups to contribute to a similar campaign in the future.

Time is running out, however. We must have all of the money together at least a few days before the deadline of 31st March. After this deadline the offer will cease and we will have lost our window of opportunity.

Northern Area Project

At the moment 18 Plus has a lack of manpower when it comes to almost any project you care to mention, but particularly with opening new Groups, so it might be worth trying to promote the idea of opening new Groups with potential new members.

I'd like to see Areas doing Publicity in areas where there are no Groups with a view to gaining some Direct members, and creating some interest in opening new Groups.

For example, a plan could be as follows:

Press release sent about plan to open new Groups. Paid advertising in Newspaper/s

Posters sent to libraries and information centres, possibly other places such as large employers.

The next step would be for an "Interest Meeting" to be organized, the purpose of this would be to provide information on what 18 Plus is, and how it is run, hopefully enough interest would be generated to set up, and start regular 18 Plus Group meetings, and to apply for Development Group status.

In the latter half of 1999 and early 2000 the Northern Area made a start on a similar Development project.

The aim was to open at least four more 18 Plus Groups in areas where there are no existing Groups at the moment and there has been sufficient interest before, to build Northern Area into a very strong Area and to attract new members.

Publicity was carried out in York, as there was previously a Group there, Preston as most enquiries were received from there, Staffordshire and Wigan as that would create a building block towards Liverpool.

To start with, local newspapers were targeted with Press Releases, the aim was to attract people who had never been involved in 18 Plus before.

Later posters and leaflets were sent to the Libraries, Community Centres, large employers and local Radio Stations. Some contacts were also made with Youth Group Leaders.

Staffordshire proved the most viable as this was the source of the greatest number of enquiries. The A.E.C. found a venue and arranged an "Interest meeting", the aim of which was to get the Group to start meeting with the support of established members.

The National Development Officer and the National Chairman attended the "Interest meeting" along with supporters from Chester and Stockport Groups.

Interest Meeting Format

What follows is a brief description of the format for the Interest Meeting. The timings might be exaggerated for example shield might take between 15 to 20 minutes. I am imagining worst case scenario of a very full room.

We will need a flip chart easel, felt pens, flip chart pads, paper and Blutac. I would hope that these items are already held by Northern Area. Please consider the catering element such as raiding the WI Market for cake and whether you wish to buy all visitors a drink? What sort of impression do you wish to make?

Shield is an ice breaker I have used in Industrial situations to assess the composition of trainees. It will help us identify wolves and 'Sheep. After this we can talk about eighteen plus in simple terms and use ourselves as examples of what it has done for us.

The other exercises will explore;

- a) who are these people I am with - form relationships
- b) What do we need to do to operate an eighteen plus group
- c) What are the tasks and responsibilities of being on a committee
- d) Can I as a member of the public do these things

We collectively need to stress the rewards. It would be good to invite neighbouring groups such as Chester and Northwich .so that again relationships can be built and they in turn gain some training. However we must not bewilder in numbers. As we discussed you will need, to consider how you wish to close the meeting the options I can think of are listed on the training plan.

Interest Meeting for Hanley Eighteen Plus

Aim; To inform young people what is involved in opening and opening an eighteen plus group and to gain their commitment to run an eighteen plus group for the community of Stoke.

We must maintain a sense of fun and give a good impression. This is to encourage anyone reluctant to join for whatever reason at this time to return at a later time.

Room layout ; a semi circle of chairs around Flip chart easel

ICEBREAKER- Shield 30 minutes Ask all participants to draw a coat of arms representing their lives currently and in the future. Give everyone a piece of paper and marker pen. Display a flip chart

Draw a shield divided into four and allocate the spaces to

WORK	HOME
HOBBIES	AMBITION

Motto reflecting your attitude to life such as Today is a good day to die! When everyone is finished go round the room and ask each person to present their shields. Ask questions and build links with others. b) Group Work buzz hum group 30 minutes What do you think we need to do to open and ran an eighteen plus group.

Spend a few minutes by yourself and write on a piece of paper, a list of two or three points.

After a pause of several minutes, ask them to divide up into groups of four or five persons. Each with flip chart paper and pens . When they have generated a list ask for a volunteer to present their ideas.

Points to see or stress;

a) Eighteen Plus Groups is run by a team to organise and deliver activities reflecting the interest and curiosity of members. b) Markets itself to attract members by mixture of paid and free publicity within its catchment area. c) Recruits and Attracts Members d) Manages a budget and finances to do this. e) Co-operates with other Eighteen plus groups in the North of England

Praise and encourage discussion

Committee Post 30 minutes C) An Eighteen Plus group is run by a group of volunteers - team called a committee. The individual members of the committee have specific tasks allocated to certain roles.

Each committee post within Eighteen Plus has a job description which is unique amongst most organisations. In each envelope are a mixture of the tasks associated with the posts of Chairman, Administrator, Treasurer, Activities Officer and Public Relations Officer. Working in your groups, identify the tasks associated with specific posts. There are number of tasks common to all posts. Distribute and review job descriptions stressing the need to hand over.

Hand over to Dave and John to gain visitor's commitment to start a group . Options; a) Identify a team of people and help them plan a group opening b) Formally open a group. C) Ask them to think about making a commitment to open a group and Area Chairman subsequently contacts them individually to discuss this within seven days.

Re-development

In early 2000 Acton 18 Plus Group applied to change their name to Hounslow Group as they had decided to change venue and location to the centre of Hounslow. The Group decided to re-vamp itself by putting on better activities, and by promoting itself more actively.

At the start of the year 2000 the Group changed from being Acton 18 Plus and moved into a lively Irish pub in the town centre of Hounslow.

The Group's successes have included a Games night with a prize pot of £30 of scratch cards, a press release which was used in different forms in at least three local newspapers, and a promotional offer for first timers who joined before the end of March paying just £10. That means the Group make a loss of £10 for each member recruited but this would be more than made up for by members subscriptions, increased number of members, more regular turnouts, and livelier atmosphere.

In just three months Hounslow Group had five potential new members take advantage of the March offer, two former members who found the Group again and re-joined, three potential new members likely to join and the Group is yet to see an existing member refuse to renew.

One of the potential new members volunteered to organise paint balling and 5-a-side football, two activities which have not featured in the Group's programme for over three years.

Hounslow Group have put forward four quality events for the Area's "Premier Programme". Four members attended the ANC. Hounslow Group have an excellent relationship with Dunstable 18 Plus and despite the distance the Groups support each others' events regularly. Hounslow and Dunstable sent eight members to Butlins at Easter, are heavily supporting the North Thames & Chilterns Area holiday to Gran Canaria in October, and have organised a narrow boat trip in June.

There is a new kind of buzz about the Group. People who were used to Hounslow Plus being effectively a bunch of old mates meeting up are now seeing a shift in demographics. The Group are accepting new people into their circle as they come through the door. Some of them are settling in well.

Hounslow 18 Plus Group's Committee are pulling together as a team more than before and are delivering where it matters: putting on activities that people enjoy, getting potential new members that are joining, and not running the Group at a financial loss.

Direct Membership

Introduction to Direct Membership

It is stated in the National Constitution that "Membership shall normally be through a Member Group but may be through the NEC in accordance with its internal procedures where there is no local group".

This scheme was once known as Satellite Membership and was only available outside the boundaries of existing Areas. The scheme was not promoted on a large scale, but the above clause relating to this form of membership was left in the National Constitution following its various updates.

SATELLITE MEMBERSHIP

In March 1998 the NEC discussed an idea suggested by Yorkshire Area, which concerned Satellite members. The Yorkshire Area Chairman reported receiving a number of enquiries from potential new members who live over an hour's travelling time away from their nearest Group.

The Yorkshire Area Publicity & Development Officer had the idea of recruiting new members who live in areas where there is no 18 Plus Group, with a view to opening new Groups when enough interest was generated.

It was suggested opening Satellite membership up to whoever wishes to take it out.

The South Essex Area Chairman suggested that the name of Satellite members be changed to Direct members.

As a result of that discussions the current Direct Membership scheme was trialled for a year, but at that time it was also open to members who lived within reach of a local 18 Plus Group.

At the 1999 Annual National Conference a motion was passed creating the current Direct Membership scheme as we know it today.

Rules of the Direct Membership scheme

At the 1999 Annual National Conference a motion was passed creating the following four rules for the Direct Membership scheme:

1. Direct Membership will only be available where there is no existing 18 Plus Group within 15 miles.
2. Where there is an 18 Plus Group within 15 miles, membership will only be available through a Member Group.
3. The N.E.C. will be responsible for the Direct Members and will provide a regular posting to them.
4. The N.E.C. will take into consideration the location of Direct Members within it's Publicity, Development and Recruitment plans.

Of the four points in the motion, the first two define what Direct Membership is, it's limits.

People living within 15 miles of a Group may only join through a Group, (any Group). People living over 15 miles away from any Group may join as a Direct member or they may join a Group.

The Direct Membership scheme does not prevent existing Members who move house to an area where no Group exists from becoming Direct Members, but ensures that their location is taken into account by N.E.C. Recruitment plans. It also prevent abuse of the system by current Members who should be joining through a Group.

Direct Membership should be used to promote 18 Plus in areas where there are no existing 18 Plus Groups with a view to opening up new ones in those towns and the scheme should reflect this.

The N.E.C. is responsible for the Direct Members Members and deals with them in the way that a Group Committee would deal with Group members.

Direct members get a monthly posting from National, this includes Area information as well when provided by the Area concerned.

The last point is quite self explanatory. In order for the Direct Membership scheme to fulfill it's potential and ultimately create more members and therefore more Groups the N.E.C. will seriously undertake to promote and develop it. The scheme therefore needs to be considered in all future Publicity, Development and Recruitment plans.

Finally, as stated in the Aims of the National Federation of 18 Plus Groups is the following:

"The art of living can best be learnt in a group of men and women who share the desire to understand and serve society"

We are the National Federation of 18 Plus Groups, therefore Direct Membership should be used only as a means of opening new Groups. Lets make Direct Membership a positive scheme to help 18 Plus expand.

Development possibilities for the Direct Membership scheme

When a number of Direct Members appear within one 15 mile circle, (ideally centred on a town or city) then the N.E.C. will pass it over to the relevant A.E.C. with a view to them opening a new 18 Plus Group.

As the scheme grows, one dedicated Officer per Area could be appointed, and from this new 18 Plus Groups could be created. I'd go further and say that this is exactly the direction that the Direct Membership scheme should be going, the aim should be to open new 18 Plus Groups where we have Direct members.

A similar scheme on a smaller scale was organised in Yorkshire Area a few years ago, and more recently in the new Northern Area where Publicity was carried out in towns without an 18 Plus Group, a few enquiries were generated, but only enough to open Huddersfield in Yorkshire, and hold an Interest Meeting in Staffordshire in the Northern Area.

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